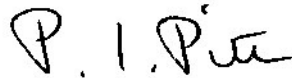


**Date: 22 September 2010**

Dear Sir/Madam

I hereby summon you to attend a meeting of the **HINCKLEY & BOSWORTH BOROUGH COUNCIL** in the Council Chamber at these offices on **THURSDAY 30 SEPTEMBER 2010 at 6.00 pm.**

Yours faithfully

A handwritten signature in black ink, appearing to read 'P. I. Pitt', written in a cursive style.

Pat Pitt (Mrs)  
Corporate Governance Officer

**PLEASE NOTE DAY AND TIME OF MEETING**

**Prior to commencement of the meeting there will be a brief presentation by Clare Shilton, of Clockwise, on the implementation of the Credit Union.**

**A G E N D A**

1. Apologies
2. To confirm the minutes of the meeting held on 29 June 2010. Attached marked C21.
3. To be advised of any additional items of business which the Mayor decides by reason of special circumstances shall be taken as matters of urgency at this meeting.
4. To receive verbally from Members any disclosures which they are required to make in accordance with the Council's code of conduct or in pursuance of Section 106 of the Local Government Finance Act 1992. This is in addition to the need for such disclosure to be also given when the relevant matter is reached on the Agenda.
5. To receive such communications as the Mayor may decide to lay before the Council.

6. To receive petitions presented in accordance with Council Procedure Rule number 10.11.
7. To deal with questions under Council Procedure Rule number 11.1.
8. Position Statement. The Leader of the Council will give a presentation.
9. To receive for information only the minutes of the Scrutiny Commission meetings held on 1 July and 5 August 2010. Attached marked C22 and C23.
10. To consider the following reports:-
  - (a) Revenues/Benefits Shared Service. Attached marked C24. (Pages 1 - 44).
11. In order to allow for site visits on the preceding days members are requested to agree that the Planning Committee meetings scheduled for 4 January and 26 April 2011 be held on the following days, i.e. Wednesday 5 January and Wednesday 27 April.
12. To consider the following motions, notice of which have been received in accordance with Council Procedure Rule 13.1 and 13.2:-

From Mrs. J. Richards

"There is growing evidence suggesting that the proliferation and accessibility of sexualised content may be jeopardising the mental and physical well-being of young people in the UK and that this sexualisation of children has further serious cultural and social implications.

The indiscriminate availability of sexualised images via the Internet, email accounts and mobile phones together with the messages sent out by the marketing of some children's toys, computer games and clothing indicate a wider culture of confusion within society about these matters.

As Hinckley & Bosworth works to support the Every Child Matters Agenda this Council moves that in partnership with Government and other appropriate agencies there should be national campaigns of education and awareness directed at this issue in order to assist parents in combating the associated problems."

From Mr. S.L. Bray

"This council notes with deep anger the recent planning inspectors decision for the London Road, Markfield site.

The Council resolves to express its dissatisfaction and anger with the decision to the Secretary of State and urges him to overturn the decision."

From Mr. J.C. Bown

“Hinckley and Bosworth Borough Council request that the National Westminster Bank in Earl Shilton remains open 5 days a week, as the only high street bank trading in the town.

They have announced that they only intend to trade 3 days a week, 12 hours per week from October 10.

How can we regenerate the town with 2,000 new houses planned for the future town need? These hours are inadequate a facility. I urge the Council to write and meet with the area manager of the bank to try and reinstate a full banking service to Earl Shilton”.

To: All Members of the **HINCKLEY & BOSWORTH BOROUGH COUNCIL**  
(other recipients for information).

**HINCKLEY AND BOSWORTH BOROUGH COUNCIL**  
**29 JUNE 2010 AT 6.30 P.M.**

**PRESENT:** MRS. S. FRANCKS - MAYOR  
MR. R. MAYNE - DEPUTY MAYOR

Mrs M. Aldridge, Mr. P. R. Batty, Mr. P. S. Bessant, Mr. D. C. Bill, Mr. C. W. Boothby, Mr. J. C. Bown, Mr. S. L. Bray, Mrs R. Camamile, Mr. M. B. Cartwright, Mr. W. J. Crooks, Mrs. A. Hall, Mr. P. A. S. Hall, Mr. D. W. Inman, Mr. C. Ladkin, Mr. M. R. Lay, Mr. K. W. P. Lynch, Mr. R. Mayne, Ms. W. A. Moore, Mr. K. Morrell, Mr. K. Nichols, Mr. L. J. P. O'Shea, Mrs J. Richards, Mr. A. J. Smith, Mrs. S. Sprason, Mr. B. E. Sutton, Mr. R. Ward, Ms. B. M. Witherford and Mr. D. O. Wright.

Also in attendance: Mr. R. Birch, Standards Committee Chairman.

Officers in attendance: Mr. S. J. Atkinson, Mr. I. Bham, Mr. A. Bottomley, Mr. B. Cullen, Mr. M. Evans, Miss L Horton, Mrs J. Kenny, Mr. S. Kohli, Mrs. P. I. Pitt, Mrs J. Puffett, Ms. S. Smith and Mr. S. Wood.

92 **PRAYER**

The Reverend Jane Gibbs of St. Mary's Church offered prayer.

93 **APOLOGIES**

Apologies for absence were submitted on behalf of Messrs D. S. Cope, D. M. Gould and C. G. Joyce and Dr. J. R. Moore.

94 **MINUTES (C4 AND C5)**

It was moved by Mr. Bray, seconded by Mr. Bill and

**RESOLVED -**

The minutes of the meetings held on 18 May (C4) and 26 May 2010 (C5) be confirmed and signed by the Mayor.

95 **DECLARATIONS OF INTEREST**

Mr. and Mrs Hall both declared a personal interest on Report C18.

96 **MAYOR'S COMMUNICATIONS**

The Mayor referred to her recent visit to Le Grand Quevilly. During a most interesting stay the civic party had had an update on the first youth exchange visit. This programme was being extended with a visit to Germany later in the year by 8 young people from Hinckley.

- (a) Question raised by Mr. L. J. P. O'Shea and addressed to Mr. S. L. Bray

"I would like to ask the leader of the council why when Hinckley and Bosworth Borough Council is rated as excellent is it that this council fails its residents in allowing empty properties in the borough to remain in a poor condition for many years.

I directly refer to a property at no 1 Danehill in Ratby, which has been empty for over 15 years. I have been chasing officers for more than 3 years now to take positive action on this issue and to that end so has the elderly disabled neighbour. She has lost count of the number of phone calls that she has made to the council over the years. The lady's latest call was made to the council the week commencing 7<sup>th</sup> June 2010. This property is a blot on the neighbourhood and has been left to deteriorate by the current owners. Officers have written to the owner numerous times and when he decides to visit the property, which is very occasionally and only when pressed, it is to cut the grass and sometimes weed. Why has no positive action been taken, the windows are rotten, the door and part of the front windows are boarded and painted black, the porch has fallen down and the elderly neighbour is constantly stressed as in the past the property has attracted local youths to hang around it. I met the elderly neighbour again this week, whose only mobility is a scooter, the lady told me that she has had enough of the council doing nothing and she is considering moving into a warden assisted accommodation. She feels she has lost the battle, but I have told her I will never give up. So please tell me why other neighbouring authorities not rated excellent have empty property officers and are able to take over such run down properties as I for one request urgent action on this issue".

Response from Mr. S.L. Bray

"Can I thank Councillor O'Shea for this question and I note the concerns that he raises over empty properties in this Borough. I can confirm that Council Officers are aware of the property at 1 Danehill, Ratby and have taken some action within the current resources available to seek to address the problem. Whilst I understand the negative impact that such properties can have on neighbours and the local community, it should be remembered that these properties are ultimately the owners responsibility. There are powers for the Council to intervene and some are more resource intensive than others.

I must emphasise that examples of empty properties causing issues are few and far between in this Borough and given the current financial climate, the resources we do have allow us to focus on addressing those properties that are in occupation and in need of substantial repair. I'm not aware of any neighbouring authorities having a totally designated resource dealing with these matters but I understand a sub-regional bid has been submitted for Regional Improvement and

Efficiency funding to review the approach taken to dealing to tackling empty properties on a county wide basis.”

In response to a supplementary question Mr. Bray assured Mr. O’Shea that Council officers would do all that they could to take action in the case. Further, it was understood that a sub-regional bid had been submitted for funding to appoint a dedicated officer to deal with empty properties on a county-wide basis.

(b) Question raised by Mr. P. R. Batty and addressed to Mr. S. L. Bray

“In the light of his recent comments to the Leicester Mercury with regard to possibly deferring final decisions in respect of site allocations and housing numbers and in the context of the 13,000 plus representations from less than happy residents of this Borough, could I ask the Leader of the Council whether he now believes that the Council having gone into overdrive to be the first past the post to adopt a Core Strategy, whether he now believes that being the only Council in the area to adopt a Core Strategy whether this is an advantage or a disadvantage and whether he believes that, following the change of Government, having adopted this Core Strategy strengthens or weakens the Borough Council’s position in the light of the emerging and long overdue common sense changes to central Government planning policies and guidelines.

Response from Mr. S.L. Bray

“I would start by reminding Councillor Batty that the current LDF process commenced in June 2006 under the previous administration and with the co-operation of all parties. This process and support continued under the current administration and the Authority should be proud of securing a Core Strategy and being the first in the East Midlands to do so. The Core Strategy sets out a clear strategic framework for the future regeneration and growth for the area providing homes, jobs and facilities for our residents for decades to come.

The Secretary of State for Communities and Local Government (SoS) has clearly indicated a requirement for Local Authorities to make decisions on planning applications relating to housing having regard to local housing need and that the figures within the Regional Spatial Strategy are to be disregarded. The fact that this authority has an adopted Core Strategy that has only recently been through a rigorous examination will hold it in good stead in determining planning applications.

You will hear in my statement to Council that the Minister of State for Housing considers it vital for local planning authorities to continue to develop LDF Core Strategies and other development plan documents – so in effect, we are **still** ahead of the game!

The Site Allocations document did attract a substantial number of comments but it is true to say that the main reason for this was the fact that it was a joint document with the Gypsy and Travellers Document.

You will see before you today a report which seeks approval from Members to separate the two documents. That has not previously been possible but the recent comments from the SoS mean that we are now able to proceed on this basis and we have been quick to bring this forward.

The indications from GOEM are that the LDF process will be with us for several years yet and that the advice is to proceed with ensuring that a supply of housing continues to be provided as required under Planning Policy Statement 3: Housing. My officers have prepared a report for the next Scrutiny Committee which will advise it of the changes.

It can be clear that the hard work put in by officers to achieve the Core Strategy, which was supported by Members on all sides and brought with it significant plaudits and financial rewards from Central Government, gives us a platform to go forward which other authorities will lack.”

(c) Question raised by Mr. P.R. Batty and addressed to Mr. S.L. Bray

“Can the Leader of the Council please confirm to members; the approximate total all inclusive cost of the LDF process so far including the Hearings and adoption of the Core Strategy and whether he still believes as firmly as he did in January 2009 that the Borough Council exercised good judgement in it’s commitment to be first past the post with its’ LDF process when all other major Councils in the region were exercising far more caution and entering into much more meaningful and in depth consultation with their residents being mindful of the very clear indication being given at the time by the Opinion Polls that there would be a change of Government in 2010 and that this would almost certainly lead to a significant change in planning policies and guidelines.

Under these circumstances does the Leader of the Council now believe that members received good advice as to how to best progress the Council’s LDF and that Council Tax payers of the Borough have received value for money as a result, bearing in mind the considerable abortive costs that will be highlighted now that the Borough Council will have to drastically overhaul elements of its’ Local Plan going forward to ensure that communities, particularly rural ones and those targeted for gypsy/traveller sites will not lose the benefit of the new planning policies and directives being issued by the Coalition Government.”

Response from Mr. S.L. Bray

“The approximate total cost of the LDF process to date for this authority has been since 2006/2007: £370,000

The amount received in HPDG predominantly as a result of the LDS progress has been: £578,542.

I would refer to the answer above in terms of the benefits to the residents of this Borough in having the foresight and the ambition to progress the Statutory Development Plan Framework as efficiently as we did. The process itself included a robust and detailed public consultation process which informed the policies within the Core Strategy. All planning applications will be determined having regard to the most up to date advice. Given that the Core Strategy is just over 6 months old, it is still relevant and will still deliver the benefits to this Borough and its residents that it was designed to do.

I would once again draw Councillor Batty's attention to the report before Members today on the LDS process and he will see that we have taken action to safeguard against the very concerns he raises i.e. it is proposed to separate the Gypsy and Traveller document from the Site Allocation Document and push its production back. This will enable the new policy position to be formulated by Government and addressed promptly, as always, by this Authority."

In response to a supplementary question to Mr. Batty, Mr. Bray stated that he recalled past debate and cross party working group discussions on site allocations and housing numbers. With regard to housing supply this would continue to be provided as required under Planning Policy Statement 3.

(d) Question raised by Mrs. S. Sprason and addressed to Mr. S.L. Bray

"Following the announcement by the coalition government on housing numbers, will the leader of the Council now guarantee to the residents of this Borough that the rushed Core Strategy which commits this council to unsustainable housing numbers and excessive gypsy/traveller sites will immediately be deleted from this Council's plans".

Response from Mr. S.L. Bray

"I would remind Councillor Sprason as I did Councillor Batty that the LDF process, including the development of the Core Strategy, commenced under the Conservative administration with the co-operation of all parties. Contrary to what my colleague suggests this process has not been rushed but has been a well managed process subject to extensive public.

It puts into place policies to deliver infrastructure such as open space/play areas, affordable housing in rural and urban areas, PCT contributions and other benefits. Without the document our ability to deliver these for the residents of this borough would be seriously undermined and we would be in the hands of speculative developers. We have to support appropriate housing development in order to



achieve these and other regeneration aims of this Council and the Core Strategy is still, until we are advised differently, the most effective way to achieve this.

In respect of Gypsy and Traveller sites I would draw my colleagues attention to my previous answer.”

98 LEADER’S POSITION STATEMENT

The Leader began his presentation by announcing that he had today learned that the H J Hall Sock Group Ltd had lost its contract to supply socks to the Ministry of Defence and in consequence could lose 30% of its turnover, bringing the possibility of redundancies. The Leader repeated the advice that he had given on local television, namely that guidance and support was available from the Council’s first response team on issues such as housing benefits.

The Leader referred to the Council’s prudent management arrangements and to the intention to fully plan locally for the Government’s planned late Autumn spending review.

Reference was made to improvements to the play area at Queens Park, which had been welcomed by residents and to the opening this year of the new Hinckley Club for Young People, a venture fully supported by this Council. Other regeneration projects which remained on target included the refurbishment of the Atkins building and the near completion of the Greenfields Business Centre Scheme.

The Leader referred to the Government’s abolition of Regional Strategies’ decisions on housing supply and the consequent transfer of powers to Local Planning Authorities. There had also been a formal announcement by the Secretary of State of the end of the Comprehensive Area Assessment Process.

Also highlighted was the excellent work in producing a report on the Rural Areas Review and the funding, following Executive approval, of £3,000 to support the continued activities of street pastors in Hinckley town centre.

In response to questions from the other 2 group leaders, the Leader stated that, so far as the Core Strategy was concerned, he would give serious consideration to housing numbers and the need to reflect local needs and with regard to Hinckley Club for Young People the Council was fully committed in its support of this project by its annual contribution of £35,000 per year.

Mrs. Sprason left the meeting at 7.05 pm.

99 MINUTES OF SCRUTINY COMMISSION MEETINGS - 8 APRIL 2010 (C6) AND 20 MAY 2010 (C7)

In presenting these Mr. Lay highlighted the Commission’s discussions on a sub-regional choice-based letting scheme and the Barwell and Earl Shilton Sustainable Urban Extension Masterplan.

100 ANNUAL REPORT OF STANDARDS COMMITTEE (C8)

Mr. Birch, Chairman of the Standards Committee, presented the first annual report of that Committee, covering the years 2008-10. The publication of such a report emphasised the role of the Committee in promoting and maintaining high standards of conduct amongst Borough and Parish and Town Councillors.

It was emphasised that any written complaint against an elected member had to be assessed. Further, any assessment was conducted in accordance with agreed criteria.

Mr. Boothby left the meeting at 7.15 pm, returning at 7.17 pm.

The Committee was commended on its difficult job but a Member did enquire as to the costs involved in the local assessment of complaints. The Monitoring Officer undertook to circulate details of these to members.

The Council was reminded that Mr. Birch was to shortly retire from the Standards Committee and the Mayor on behalf of Members paid tribute to Mr. Birch for his hard work and commitment during his term of office. In consequence of Mr. Birch's resignation the Monitoring Officer had sought to secure the temporary assistance of an independent Member from a neighbouring authority.

It was moved by Mr. Birch, seconded by Mr. Wright and

RESOLVED -

- (i) The annual report of the Standards Committee be endorsed and;
- (ii) The Monitoring Officer seek further information from the independent Member who had indicated his willingness to assist with Hinckley and Bosworth Borough Council's Standards arrangements and provide this to the next Leaders/Deputies meeting for ratification.

101 OVERVIEW AND SCRUTINY ANNUAL REPORT 2009/10 (C9)

In presenting this the Scrutiny Commission Chairman paid tribute to his 2 vice-chairmen, fellow committee members and officers.

Mr. Bray left the meeting at 7.22 pm, returning at 7.25 pm.

Mr. Lay referred to the Commission's role in bringing other parties, including the Executive, to account and its investigations into issues affecting the needs of local citizens. Thanks were accorded to the Deputy Chief Executive (Corporate Direction) and his team for their work in setting up the Credit Union. Finally, Mr. Lay extended an invitation to all Members to bring matters of concern to the Commission.

Mr. Batty congratulated Mr. Lay on his role as Chairman but emphasised the need for the Commission to continue to engage with the PCT.

It was then moved by Mr. Lay, seconded by Mr. Bray and

RESOLVED -

The Overview and Scrutiny Annual Report 2009/10 be endorsed.

102 GENERAL FUND OUTTURN 2009/10 (C10)

Circulated to Members at the meeting was a copy of a revised appendix 2 to the report.

Mr. Lynch, in presenting this, sought authorisation of proposed movements in Reserves and Balances. This report, together with reports C11 and C12 following, had been considered and endorsed by the Finance and Audit Services Select Committee.

Mrs Richards left the meeting at 7.35 pm, returning at 7.37 pm.

On the motion of Mr. Lynch, seconded by Mr. Bray it was

RESOLVED -

The following be approved:

- (i) The General Fund Outturn for 2009/10 and the transfer to earmarked Reserves and Balances outlined in paragraph 3.3 and 3.5 of the report of the Deputy Chief Executive (Corporate Direction);
- (ii) The carry forward to 2010/11 of the specific underspends on the General Fund incurred in 2009/10 as set out in paragraph 3.6 of the report and detailed in appendix 2.
- (iii) The recommendation to transfer the year end underspend on the Housing Revenue Account (HRA) to the HRA fund balance, as set out in paragraph 3.8; and
- (iv) The recommendations in respect of the year end outturn for the General Fund Capital Programme and the HRA Capital Programme, as set out in paragraph 3.1.1.

103 DRAFT STATEMENT OF ACCOUNTS 2009/10 (C11)

In accordance with the terms of the Account and Audit Regulations, Council approval was sought to the above. The Executive Member for Finance emphasised that this statement was subject to audit and hence should be considered as a draft.

It was moved by Mr. Lynch, seconded by Mr. Bray and

RESOLVED -

The draft Statement of Accounts for 2009/10 be approved.

104 ANNUAL CORPORATE GOVERNANCE STATEMENT 2009/10 (C12)

The Executive Member for Finance presented this statement, a key measure of the Authority's effectiveness of the system of internal controls, to Council for approval. Highlighted to Members was that there were no major internal control issues in 2009/10.

On the motion of Mr. Lynch, seconded by Mr. Bray it was

RESOLVED -

The Annual Corporate Governance Statement 2009/10 be approved.

105 PROCUREMENT AND EFFICIENCY STRATEGY (C13)

This revised document was presented to Council for consideration and endorsement of its objectives. The aim of the document was to provide a framework for the full range of procurement activity carried out across the Council and would ensure that procurement planning reflected the Authority's financial standards and strategic objectives. In response to a Member's question regarding whether this Council could offer procurement services to parish councils, the Executive Member for Finance indicated that he would explore this so far as the larger parish councils were concerned and if the Council's procurement capacity allowed for this.

In commending this strategy to the Council, it was moved by Mr. Lynch, seconded by Mr. Crooks and

RESOLVED -

The Procurement and Efficiency Strategy and Action Plan be endorsed.

106 CONSTITUTION - FINANCE AND CONTRACT PROCEDURE RULES (C14)

A recent review of the Council's Finance and Contract Procedure Rules had identified that there was anomalies with the Rules within the Constitution. It had also been highlighted in recent internal audits that further controls could be introduced in regard to the administration of tenders. Revised copies marked clearly with all changes were presented to Council, which addressed these issues.

The Executive Member for Finance stated that no significant changes were proposed but that the revisions included new approval limits for senior management aligned with the new senior management structure. This would

ensure that appropriate and adequate control in the management of budgets were continued. Any variations between budgets or supplementary budgets over £50,000 would continue to come to Council for consideration.

On the motion of Mr. Lynch, seconded by Mr. Bray it was

RESOLVED -

The revised documents appended to the report of the Deputy Chief Executive (Corporate Direction) be endorsed and incorporated into the Constitution, to take effect immediately.

107 LOCAL DEVELOPMENT SCHEME - AMENDMENTS (C15)

Members' approval was sought to the revised scheme which set out the programme for preparing all of the documents which comprised the Local Development Framework (LDF). The revised timetable showed an extension on the Site Allocations and Generic Development Control Policies Development Plan Document (DPD) and an extension to the Earl Shilton and Barwell Area Action Plan from the original timetable approved by Council on 25 February 2010. Additionally, the revised LDF indicated a separate Gypsy and Traveller Allocation Development Control Policies DPD.

So far as the Gypsy and Traveller DPD was concerned, Members favoured further consultation and a more up-to-date local needs assessment to inform the development of the document and to set future targets.

Concerns were again raised regarding housing numbers and the assessing of local needs and affordable homes in rural areas. The Deputy Chief Executive (Community Direction) reminded Members of the recently adopted Core Strategy which set overall targets for future housing provision but provided for flexibility in housing delivery. It did provide the Council with a framework to work to, whilst deterring speculative proposals from developers because of the current lack of 5-year housing land supply. With regard to the setting of maximum housing numbers the Deputy Chief Executive (Community Direction) indicated that it was difficult to set a maximum figure. However, it was the intention to set numbers when preferred allocations were ultimately agreed. This would also be influenced by the density of a scheme.

At 8.40 pm the Leader of the Conservative Group called for a short adjournment of the meeting since he considered that the Leader of the Council had not fully responded to some Members' comments. The Leader of the Council gave further responses, whilst urging Members to move forward with the proposed revised programme. The meeting adjourned at 8.45 pm, at which time all Members of the Conservative group left the Chamber, returning at 8.50 pm.

At this juncture the Chief Executive, following discussions with Members during the adjournment, read out the following suggested additional recommendation.

“That the Council makes direct representation to the Secretary of State to seek to review the Core Strategy without the need for unnecessary further formal consultation.”

Following Members’ unanimous agreement to this it was moved by Mr. Bray, seconded by Mr. Bill and

RESOLVED -

- (i) The revised Local Development Scheme timetable for submission to the Government Office for the East Midlands be approved and authority be delegated to the Deputy Chief Executive (Community Direction) to bring it into effect;
- (ii) The production of a separate Gypsy and Traveller Allocation (DPD) to split this from the Site Allocations and Generic Development Control Policies DPD be agreed; and
- (iii) The Council makes direct representation to the Secretary of State to seek to review the Core Strategy without the need for unnecessary further formal consultation.

108 HINCKLEY TOWN CENTRE AREA ACTION PLAN SUPPLEMENTARY BUDGET (C16)

Council approval was sought to a supplementary budget of £50,000 from the LDF Reserve to fund the above Action Plan, following which it was moved by Mr. Bray, seconded by Mr. Bill and

RESOLVED -

Approval be given to a supplementary budget of £50,000 from the LDF Reserve to meet the costs of bringing the Hinckley Town Centre Area Action Plan to adoption.

Mr. Batty left the meeting at 8.53 pm.

109 PRIVATE SECTOR DECENT HOMES FUNDING 2010/11 (C17)

Mr. Batty returned to the meeting at 8.55 pm.

Members were informed of 4 proposals which, it was intended, would be fully funded by the Decent Homes Funding provided by the Regional Housing Board. The amount of £363,000 had already been received in respect of Decent Homes Funding and this would cover the proposals.

On the motion of Mr. Bray, seconded by Mr. Bill it was

RESOLVED - agreement be given to the funding, through the Decent Homes Grant, of the projects included in appendix 1 to the report.

110 FEEDBACK FROM COUNCIL REPRESENTATIVES ON OUTSIDE BODIES

(a) Community Action, Hinckley and Bosworth (C18)

Mr. Wright presented a report on behalf of Ms. Witherford and himself on the current activities of this organisation.

(b) Next Generation (C19)

Mr. Lynch provided an update on the work of this project and its aspirations for the future.

(c) Hinckley Citizens Advice Bureau

Mr. Bray left the meeting at 9.00 pm, returning at 9.02 pm.

Mr. Ward reported verbally on the value to the community of the Citizens Advice Bureau, particularly in its dealings with housing and benefit claimants.

(d) MIRA

Mr. Ward indicated that there were currently 27 businesses on site. There were some minor issues regarding noise but generally relations were good, with the Liaison Committee being locally chaired.

It was agreed that each of these 4 Bodies be commended for their valuable contributions within the community.

111 MATTER FROM WHICH THE PUBLIC MAY BE EXCLUDED

On the motion of Mr. Bray, seconded by Mr. Lay, it was

RESOLVED -

In accordance with Section 100A(4) of the Local Government Act 1972 the public be excluded from the remaining item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 2, 3 and 10 of Schedule 12A of that Act.

112 COUNCIL OFFICES - RELOCATION OPTIONS (C20)

In presenting this report the Executive Member for Finance emphasised that Council was tonight being asked solely to determine its preferred relocation option.

The time now being 9.30 pm and in accordance with Council Procedure Rule 9 it was moved by Mr. Bray, seconded by Mr. Lay and

RESOLVED -

By unanimous agreement this meeting be extended for a period of ten minutes.

At this juncture and in accordance with Council Procedure Rule 18.4, five members present called for a recorded vote on this item. This was taken and recorded as follows:-

For the recommendation:

Mr. Mayne, Mr. Batty, Mr. Bessant, Mr. Bill, Mr. Boothby, Mr. Bown, Mr. Bray, Mrs Camamile, Mr. Cartwright, Mr. Crooks, Mrs Hall, Mr. Hall, Mr. Inman, Mr. Lay, Mr Lynch, Ms. Moore, Mr. Morrell, Mr. Nichols, Mr. O'Shea, Mr. Smith, Mr. Sutton, Mr. Ward, Ms. Witherford and Mr. Wright (24 votes)

Abstentions:

Mrs Aldridge, Mr. Ladkin and Mrs Richards (3 votes)

No members voted against the recommendation.

On the motion of Mr. Lynch, seconded by Mr. Bray it were thereupon

RESOLVED -

The recommendations contained within the report of the Deputy Chief Executive ( Corporate Direction) be approved.

The meeting closed at 9.36 pm



**HINCKLEY & BOSWORTH BOROUGH COUNCIL**

**SCRUTINY COMMISSION**

**1 JULY 2010 AT 6.30 PM**

**PRESENT:** Mr MR Lay - Chairman  
Mrs R Camamile - Joint Vice-Chairman  
Mr P Hall - Joint Vice-Chairman

Mr PR Batty, Mrs A Hall, Mr DW Inman, Mr K Morrell, Mr K Nichols, Mrs S Sprason, Mr BE Sutton and Mrs BM Witherford.

Officers in attendance: Mr S Atkinson, Mr S Coop, Miss L Horton, Mr D Moore, Miss R Owen, Mrs S Stacey and Mr S Wood.

Also in attendance: Representatives of sub Post Offices in the Borough.

113 **APOLOGIES AND SUBSTITUTIONS**

Apologies for absence were submitted on behalf of Messrs Gould and Joyce.

114 **MINUTES (SC8)**

On the motion of Mr Nichols, seconded by Mrs Witherford it was

**RESOLVED** – the minutes of the meeting held on 20 May 2010 be confirmed and signed by the Chairman.

115 **DECLARATIONS OF INTEREST**

No interests were declared at this stage.

116 **RESTRUCTURING OF CUSTOMER PAYMENT OPTIONS (SC9)**

The Scrutiny Commission received a report which provided an update on the closure of the cash office and implementation of facilities to pay bills in cash at PayPoint outlets or by cash and debit cards at Post Offices.

Representatives of local sub post offices who were present at the meeting spoke in support of the ability to pay bills at the post office, stating that this would increase footfall and would be more convenient to those customers who already paid other bills by this method.

Concern was expressed with regard to the low number of Allpay outlets and post offices in rural villages, and this concern was acknowledged despite it being an improvement on current arrangements for payment which, other than by post or direct debit, would require residents coming to the cash office in Hinckley.

RESOLVED –

- (i) the report be endorsed;
- (ii) the use of PayPoint and payment at Post Offices be encouraged and publicised including poster campaigns;
- (iii) the introduction of Allpay into Community Houses and Credit Unions in the borough be considered;
- (iv) a report be brought back in six months.

117 DEVELOPER CONTRIBUTIONS (SC10)

Members were informed of the position in respect of the Section 106 contributions that had not been spent within the five year period and were at risk of being clawed back, and those that were beyond four years but not beyond five years. Discussion followed with regard to contributions to community health facilities, and Members were reminded that at the previous meeting an update to a future meeting had been requested from the Health Board.

RESOLVED – the report be noted.

118 PLANNING AND ENFORCEMENT APPEAL DECISIONS (SC11)

The Scrutiny Commission was informed of the Planning and Enforcement appeal determinations that had been made contrary to the decision of the Local Planning Authority.

A Member expressed disappointment with regard to an application on Coventry Road and concern with regard to related issues on the A5. In response Members were informed that there was an A5 working group with representatives from relevant agencies and an improvement plan was in place.

RESOLVED – the report be noted.

119 COALITION GOVERNMENT ANNOUNCEMENTS (SC12)

The Head of Planning presented a report which provided an update on information received from the Coalition Government including Regional Spatial Strategies, development in residential gardens and minimum densities. Some concern was expressed that removal of minimum densities and development in gardens would affect housing numbers, but it was acknowledged that it would help prevent over-development.

Mr Ladkin left the meeting at 7.49pm and returned at 8.52pm.

RESOLVED – the report be noted.

120 PERFORMANCE & RISK MANAGEMENT AND CITIZENS' PANEL SURVEY REPORTS (SC13, 14 & 15)

Three reports on Performance Management and Corporate Planning Framework, Risk Management Framework end of year report and the Consultation results – Citizens' Panel survey winter 2009/10 were taken together and a presentation provided to highlight the main points of these.

Mr Morrell left at 7.57pm and returned at 8.03pm, Mr Batty left at 8.03pm.

A Member reminded the Commission that at last year's work programming workshop, it had been suggested that the authority should be comparing performance with the single best performing authority. In response it was explained that as the 'best' fluctuate, it was more beneficial to compare with other 'excellent' authorities. It was suggested that the Council Services Select Committee could look at key areas of performance and compare themselves with the best in those areas.

The future of recycling was discussed and a Member had some suggestions about issues including disposal of food waste, and material used for manhole covers. It was agreed that the relevant Chief Officer would be invited to comment on these issues.

Concern was expressed with regard to low satisfaction of the website, but it was explained that this was partly due to low usage figures, and that a new website was being developed which would be more user friendly.

RESOLVED –

- (i) the reports be noted and progress made be endorsed;
- (ii) the Council Services Select Committee be requested to undertake work to compare key performance indicators with the best performing authorities;
- (iii) comment with regard to disposal of food waste and recycling be passed onto the relevant Chief Officer.

121 SCRUTINY REVIEW: REGISTERED SOCIAL LANDLORDS (SC16)

The Scrutiny Commission was provided with a report which set out recommendations made at the previous meeting in order to conclude the review of Registered Social Landlords (RSLs). In response to a Members' query it was explained that whilst the RSLs had no obligation to comply with the Commission's recommendations, they would be worded so as to insist on engagement with the authority.

RESOLVED – representatives of Midland Heart, Orbit and Waterloo Housing Group be thanked for their attendance and be RECOMMENDED to:

- (i) provide specific figures for the number of major adaptations provided along with the cost to this authority in disabled facilities grants and to enter into further discussions with the Borough Council in order to regulate this arrangement;
- (ii) provide evidence of work to prevent homelessness and to improve communication with the Borough Council on homelessness issues;
- (iii) work more closely with the Neighbourhood Action Teams (NATs);
- (iv) provide evidence to the Borough Council on accountability to tenants and ensure customer service standards and performance targets mirror those of the Borough Council;
- (v) enable and encourage direct contact with Elected members and to invite a Member (via officers) to sit on a partnership board to allow input into issues that concern residents of the Borough.

## 122 OVERVIEW AND SCRUTINY WORK PROGRAMME 2010/11 (SC17)

Members received Overview and Work Programme 2010/11 and were asked for any additions and suggestions for reviews in addition to those already agreed at this meeting. Suggestions were received as follows:

- Emergency Information Scheme;
- Use of money from Council Tax on second dwellings;
- Final agreement on Council Offices development;
- Progress update on Members' ICT;
- Public transport.

It was also requested that eligibility criteria in the Housing Allocations Policy be reviewed by the Council Services Select Committee.

RESOLVED –

- (i) the work programme be agreed with the addition of items agreed at this meeting;
- (ii) the abovementioned items be added into the work programme.

Mr Ladkin left the meeting at 8.40pm.

123 FORWARD PLAN OF EXECUTIVE AND COUNCIL DECISIONS (SC18)

Members received the Forward Plan of Executive and Council decisions.

RESOLVED – the Forward Plan be noted.

124 MINUTES OF SELECT COMMITTEES

The minutes of the following meetings were received:

- (i) Council Services Select Committee, 13 May 2010 (SC19);
- (ii) Finance & Audit Services Select Committee, 24 May 2010 (SC20).

(The meeting closed at 8.41 pm)

**HINCKLEY & BOSWORTH BOROUGH COUNCIL**

**SCRUTINY COMMISSION**

**5 AUGUST 2010 AT 6.30 PM**

**PRESENT:** Mr MR Lay - Chairman  
Mrs R Camamile - Joint Vice-Chairman  
Mr P Hall - Joint Vice-Chairman

Mr JG Bannister, Mrs A Hall, Mr DW Inman, Mr K Morrell, Mr K Nichols, Mr BE Sutton and Mrs BM Witherford.

In accordance with Council Procedure Rule 4.4 Mr MB Cartwright and Mr R Ward also attended the meeting at the invitation of the Chairman.

Officers in attendance: Mr S Atkinson, Mr I Bham, Mr D Bunker, Mr S Coop, Mr M Evans, Miss L Horton, Mr S Kohli, Mr P Langham, Miss R Owen and Mr S Wood.

159 **APOLOGIES AND SUBSTITUTIONS**

Apologies for absence were submitted on behalf of Mr Batty, Mr Gould and Mr Joyce.

160 **MINUTES (SC20)**

On the motion of Mr Nichols, seconded by Mrs Camamile, it was

**RESOLVED** – the minutes of the meeting held on 1 July 2010 be confirmed and signed by the Chairman.

161 **DECLARATIONS OF INTEREST**

No interests were declared at this stage.

Mr Ward arrived at 6.36pm.

162 **UPDATE ON MEMBERS' ICT (SC21)**

Members received a report on the progress of the Members' ICT project which had been requested at the previous meeting. The Commission was informed that 13 Members were now on the pilot and that ten of these used the system regularly. It was reported that the saving in paper, printing and postage on agendas which would be generated by all Members using the electronic IT solution would be approximately £10,000 which was similar to the revenue cost of the IT project. However this was insignificant when offset against the capital costs.

Whilst some Members acknowledged the value of receiving information electronically and reducing paper usage and costs of producing agendas, Members who were currently part of the pilot project reported various issues including problems with reception in order to connect to the system, time taken to log on and difficulty in using electronic agendas in meetings. Further concern was expressed that Members who were on the pilot still received some paper copies and also did not use their laptops in meetings.

Concern was expressed that the savings originally projected could not be achieved and that it was not appropriate to be spending money on IT equipment at this time. The future of the project was discussed with some Members suggesting that the project be discontinued or put on hold until after next May when the decision to move to electronic-only delivery of information be revisited by the new Council. The latter was agreed as a way forward.

It was moved by Mr Lay, seconded by Mr Nichols and

RECOMMENDED –

- (i) progress on the project be noted;
- (ii) Members currently on the pilot be permitted to continue if they so wish but that their paper copies be discontinued completely;
- (iii) the mandatory usage of IT after May 2011 (as agreed by Council on 11 August 2009) be reconsidered after May 2011;
- (iv) further work be undertaken to understand the true costs of paper agendas, and that this be rationalised.

Mr Cartwright left the meeting at 7.25pm.

163 COUNCIL OFFICES DEVELOPMENT

The Scrutiny Commission received a presentation on proposals for the new Council Offices and specifically on the financial implications. Concern was expressed about the adverse publicity in the press and Members asked that the reasons for the move be reiterated to the public and the opportunities and advantages of the development be outlined, including the financial benefits of the move. It was noted that the Deputy Chief Executive (Corporate Direction) had written in detail to the local newspaper and that his letter had been printed in that day's edition.

Members thanked officers for their hard work on this project and fully supported and endorsed the financial implications as presented at the meeting.

164 REDUCTION OF EMPTY HOMES AND SECOND HOMES DISCOUNT (SC22)

Having requested this report at the previous meeting, Members were reminded of the decision made in 2004 to remove the 50% discount on long term empty homes and to reduce the discount on second homes from 50% to 10%. Recent research had led to confirmation from Leicestershire County Council that the additional income overall as a result of this decision had been used, with additional financial support from the County Council, to fund 50 Police Community Support Officers. Members were satisfied with these findings.

A member requested clarification on the Data Protection Act with regard to receiving information on council tax payments on empty homes in his ward. It was agreed that a response would be provided to him outside of the meeting.

165 PRIMARY CARE TRUST (PCT) AND SECTION 106 CONTRIBUTIONS (SC23)

Members were informed of the position in respect of the PCT Section 106 contributions. It was explained that in April 2010 the process had been changed due to the Community Infrastructure Levy and the system was now tighter.

Members felt that the contributions should go to increase capacity in healthcare locally, for example by increasing GP provision to take on extra patients in the area of the development.

RESOLVED – a further report be received in six months to ascertain progress with the new arrangements.

166 PLACE-BASED BUDGETING (SC24)

The concept of 'Place-Based Budgeting' was outlined for Members and the potential impact and opportunities were highlighted. Members were concerned about the focus on Leicester City as part of the Multi-Area Agreement.

Members noted the implications and possibilities arising from the concept and agreed to consider it again when further information was available from Government.

167 OVERVIEW AND SCRUTINY WORK PROGRAMME 2010/11 (SC25)

Members received the Work Programme for 2010/11. In response to a Member's question it was reported that an update on implementation of recommendations arising from the review of Registered Social Landlords would be brought to a future meeting as soon as the RSL Forum had met.

RESOLVED – the work programme be endorsed with any additions agreed at this meeting.



168 FORWARD PLAN OF EXECUTIVE AND COUNCIL DECISIONS (SC26)

Members received the Forward Plan of Executive and Council decisions.

It was requested that the Tenant Consultation feedback, Masterplan preferred options and Council House future options reports also come to the Scrutiny Commission.

RESOLVED – the Forward Plan be noted and the abovementioned items be added to the Scrutiny Commission Work Programme.

169 MINUTES OF SELECT COMMITTEES AND WORKING GROUPS

The minutes of the following meetings were received:

- (i) Finance & Audit Services Select Committee, 21 June 2010 (SC27);
- (ii) Council Services Select Committee, 24 June 2010 (SC28).

(The meeting closed at 8.17 pm)

**COUNCIL 30 SEPTEMBER 2010**

**REPORT OF BELLE IMISON CHIEF OFFICER (TRANSFORMATION)**  
**RE: REVENUES AND BENEFITS SHARED SERVICE**

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**1. PURPOSE OF THE REPORT**

- 1.1 To approve the formal formation of a shared service for Revenues & Benefits with Harborough District Council (HDC) and North West Leicestershire District Council (NWLDC).
- 1.2 To initiate further formal consultation with Unions and Staff on the proposal.

**2. RECOMMENDATION**

- 2.1 To approve, subject to Consultation with Staff and Unions, the formation of a proposed shared service for Revenues & Benefits with Harborough District Council and North West Leicestershire District Council. A decision is required by 30 September 2010.
- 2.2 To note the proposed staffing structure (Appendix E), subject to consultation with staff and unions.
- 2.3 To agree the Governance arrangements for the proposed partnership, which would be a Joint Committee, with a Lead Authority within 12 months of commencement of any shared service. (see Appendix G for options)
- 2.4 To confirm the location of the proposed partnership as the Atkins building in Hinckley.
- 2.5 To agree that Hinckley & Bosworth Borough Council's Contract Procedure Rules are utilised for the proposed partnership until agreement is reached on the Lead Authority.

**3. SUMMARY OF REASONS FOR THE RECOMMENDATIONS**

- 3.1 A significant amount of work has been undertaken on the business case for the proposed partnership, however formal consultation still needs to be carried out across the three Councils.
- 3.2 The work undertaken has identified significant financial savings of over £1.977m for the three participating authorities over a six year period as well as providing efficiencies in service delivery and a better service to the customer. The forecast financial savings are split between savings on I.T. and staff savings. All Partners using an electronic document management system will address current processing issues and remove the need in the longer term for

any paper records to be maintained, again creating efficiencies and making the process for answering customer queries more effective.

3.3 There will be greater resilience with the staff able to work on all three Councils workloads, this also will provide improvements in service as absence including sickness and holiday cover can be managed more effectively.

3.4 The Key benefits of the partnership are:

- Increased resilience offering the opportunity for improved performance
- Economies of scale providing a robust and flexible service capable of reacting to change
- Significant savings on technology and staffing
- Better access to services for customers through improved technology options
- A consistent approach to service delivery aiming for best practice/excellence
- Consolidated demand for formal training and greater scope for staff progression

#### **4. IMPACT ON COMMUNITIES**

4.1 The proposed shared service would cover the back office service only. The current service to residents will still be provided at the council's offices by the Customer Service Team supported by a member of staff from the Partnership. Each Council's Customer Services team would have a Service Level Agreement with the Partnership to deliver a consistent high level of service for all three Councils. Relevant training will be given to customer services as required.

4.2 Customers will have better access to services through improved technology options. Economies of scale will provide a robust and flexible service capable of reacting to change and giving value for money for the community.

#### **5. BACKGROUND**

5.1 Each of the three Councils involved in the proposal are aware of anticipated cuts to funding in the forthcoming Comprehensive Spending Review, in light of this it is critical that opportunities are explored where feasible to make savings

5.2 The Partnership has been successful in bidding for significant funding (£453k) from The Regional Improvement & Efficiency Partnership (RIEP). This is at a time when funding has been withdrawn from many initiatives and demonstrates the support for the proposal and the strength of the business case

- 5.3 In the draft business case, savings of £1.977m were identified from IT systems and infrastructure and savings from staff over a six year period. The I.T. savings would commence from the award of the contract in 2011 and the staff savings would be over the longer term as the number of staff currently employed would need to be retained over the transition and implementation period.
- 5.4 A significant element to the savings was identified as coming from the main Revenues & Benefits system if a single system could be procured and hosted in one location for the Councils. This saving has been further explored by an Office of Government Commerce (OGC) framework procurement exercise to confirm the level of the anticipated savings.
- 5.5 If the contract is awarded as a result of the outcome in 5.4, then another OGC framework procurement exercise can be undertaken for the Electronic Document Management System (EDMS). Estimates have been included in the financial implications. Harborough had intended to implement EDMS and has a capital programme project on hold awaiting the outcome of the proposed shared service. HBBC has already made a significant investment in an electronic document management system. NWL has identified that there is a need to implement EDMS in the near future in order to reduce accommodation requirements, facilitate home working and to improve customer service. Purchasing the system in partnership significantly reduces the cost of the investment. The RIEP funding will support the development of a common I.T platform and infrastructure across all three councils.
- 5.6 Any other contracts for the Revenues and Benefits service in each of the three Councils would need to be reviewed as we would pursue further efficiency savings in the proposed partnership if approved.

## **6. LEGAL IMPLICATIONS (LH)**

- 6.1 Current contracts at each Council would need relevant notice given where change is anticipated.
- 6.2 The governance arrangements for the proposed shared service need to be agreed by Members of all Councils.
- 6.3 Any agreement to a shared service is an Executive function under the Local Government Act 1972 section
- 6.4 Other Legal issues
- 6.5 The preferred option for the Governance Arrangement in the immediate term is the creation of a Joint Committee. A decision to set up a Joint Committee must be made by the Full Council of each participating Authority. A Joint Committee is not a separate legal entity and as such cannot directly employ staff or hold property, however, it is a mechanism to allow for joint decision making as members of all parties will sit on the Committee. An agreement is

required to regulate how the Joint Committee will work along with how officers will report to it. Further detail can be found at Appendix G.

- 6.6 The intention is for each Authority to retain their own staff and second them to the partnership and as such there are no TUPE considerations. However, Terms and Conditions of Employment will be varied (particularly regarding location) and will be considered on an individual basis appropriate consultation and notice must be given consideration must also be given to potential equal pay issues as employees from different authorities carrying out the same role will be able to compare salaries as well as T & Cs. This again should be considered on a case by case basis. More detail can be found in Appendix H.
- 6.7 The procurement of goods, services, IT software has been considered in this report the implication of the preferred option is to ensure that each party enters into appropriate agreements with providers as the shared service vehicle of choice is not one which permits one Authority to act as lead. Any current contracts for services should be considered on a case by case basis and notice given as appropriate.

## **7. RESOURCE ISSUES**

- 7.1 Financial Implications specific to Hinckley and Bosworth Borough Council are included in appendix B. These are based on the proposed staffing structure, the location and accommodation being the Atkins building in Hinckley, and a procurement exercise which is being undertaken for the main Revenues & Benefits system.
- 7.2 Further procurement exercises would need to be undertaken for an Electronic Document Management system; however estimates of costs are included in the financial implications.
- 7.3 All contracts each Council currently has in relation to the Revenues and Benefits service would need to be reviewed in order to achieve further efficiencies.
- 7.4 Staff implications  
See HR implications in Appendix H.
- 7.5 Appendix E includes a proposed staffing structure.

## **8. EQUALITY IMPACT ASSESSMENT IMPLICATIONS/OUTCOMES**

- 8.1 Equality Impact assessment will be undertaken as part of the legal duties set out in the Equalities Act 2010 and related legislation. An Impact Assessment is a pro-active step to ensure wherever possible preventative measures are taken to avoid discrimination or unfairness on any grounds before it occurs. This is particularly important in terms of:

- The accessibility of services
- The way in which services are provided
- The outcome or service received.

Customer Insight will be used to gather data on customers/potential customers and used for the development of the service this will be applicable to all of the customers across the Districts/Boroughs and taking note of our rural residents.

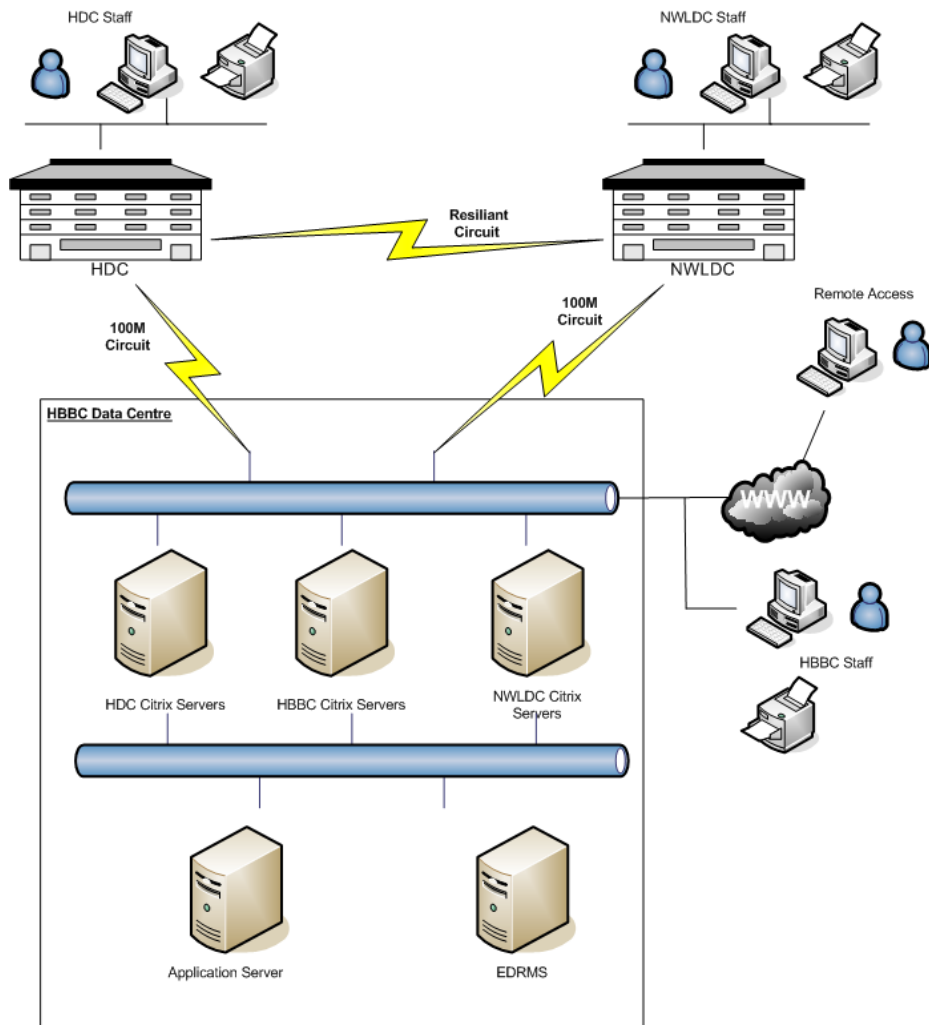
Equally important in undertaking the equality impact assessment is to identify and seek to prevent any potential indirect or direct discrimination or unfairness towards staff.

## **9. ICT IMPLICATIONS**

9.1 The business case recommends a shared service model whereby the ICT Services are initially delivered from HBBC, to NWLDC and HDC, before co-locating all staff at a Central location. Migration will be phased, initially with HBBC and OWBC, before moving HDC and finally converting NWLDC. The EDMS implementation will follow the Revs and Bens System Migration / Conversion before staff are co-located. The following represent the ICT Implications for the project.

9.2 Phase 1 – Proposal ICT Service delivered from HBBC

HBBC, NWLDC and HDC, in conjunction with system specialists have produced an infrastructure to support the Shared Service proposal. This proposal is based upon the solution already delivering a Revs and Bens solution to OWBC and is therefore both resilient and proven.



## Phase 2 – Co-location of Staff

Once systems have been migrated then staff will be moved into a central location with network access, files and email. Access to the Revs and Bens system from the remote districts will still be delivered.

The key issues at this stage are the delivery of flexible working and telephony. The flexible working solution is proven but will need to be phased in due to the number of individuals being up. The telephony system will need to be upgraded to support the additional number of extensions (approx 60 staff).

## Implications

1. Migrating OWBC to the new server – impact upon OWBC and Steria if supplier unable to manage whole migration as requested.
2. Joining Networks together – whilst this has been planned and issues identified, the process is complex and sufficient time needs to be allowed for the work to take place.

3. Releasing the HBBC / OWBC Server for NWLDC conversion. NWLDC are dependant upon the release of this server before conversion testing can start.
4. HBBC Telephony System needs to be expanded to deliver services to the co-located staff.

No	Risks	Mitigating Action	Owner
1.	<p><b>ICT Requirements not fully defined.</b> The Infrastructure has been designed based upon a distributed architecture to provide access to Revs and Bens / EDMS from a central Hub. There is no requirement for staff based at HBBC / HDC to access systems at NWLDC, and no requirement for staff at HBBC / NWLDC to access systems at HDC. If these requirements change then the Infrastructure will need to be re-designed, which will increase cost and complexity.</p>	<p>The design and its parameters will be clearly communicated to all involved in the design of the delivery model in order to enable these considerations to be built into any proposed changes to service delivery. In addition the technology used to support remote and mixed location working will be investigated to provide alternative methods of access if required.</p>	<p>Project Board / Practitioners</p>
2.	<p><b>Conversion before co-location</b> The overall project plan requires system conversion before any co – location of staff. Any changes to this premise will require the infrastructure to be redesigned in order to deliver additional systems from the new premises.</p>	<p>Project Board to liaise with NWL to ensure that the conversion is on track and to make adjustments to the accommodation plan should there be a delay in moving the team across. Thus negating the need to run a different system from the new location.</p>	<p>Project Board</p>
3.	<p><b>Supplier unable to Manage Migration</b> The Suppliers have been asked to undertake the migration onto the new server in its entirety - this includes file transfers. The</p>	<p>Tender evaluation Group to ensure that supplier confirms migration undertaking and non – supplier</p>	<p>Tender Evaluation Group</p>



	suppliers have confirmed that they do not require local support to deliver this. Any changes will impact upon planning and potentially cost if Steria are required to support the migration.	resource implications.	
4.	<b>EDMS</b> The EDMS solution will require local scanning and indexing. Whilst this has been discussed with the supplier and a solution proposed. This should still be seen as a potential risk.	Tender Document circulated to ICT Group to ensure item is fully addressed and emphasised to supplier.	Leigh Butler
5.	<b>Business Case/ Documentation</b> The ICT Managers have considered the initial business case and documentation relating to phase 1 of the project. The next phase which will require staff to have access to systems across authorities will be complex and will require greater involvement of all of the ICT managers in order to ensure that the ICT infrastructure fully supports the technical requirements of the Partnership.	Project Board to ensure documents signed off by all working groups inc ICT	Project Board
6.	<b>Project Plan/Timetable</b> The timetable needs to account for supplier's lead times and also allows time for testing the new or revised ICT infrastructure. Both internal ICT services and the external suppliers will require notice to ensure that resources are made available at the right times	Project board to ensure ICT Group (and suppliers of Revs & Bens & EDMS systems) are fully informed and consulted on the project timetable & any future revisions.	Project Board

## 10. PROJECT PLAN

- 10.1 The Draft Project Plan is attached at Appendix A. This is subject to amendment following the award of the supplier's contract and the results of the consultation with staff

## 11. FINANCIAL IMPLICATIONS (DB)

- 11.1 It is estimated that the total cost of providing the desired level of Revenues and Benefits Services by the three authorities separately would be of the order of £3.7m in the first year and £3.1m per annum in the following years.
- 11.2 It is considered that if the three authorities were to join together to form a partnership to deliver the service then economies of scale could be generated this would reduce the overall cost of the service and could attract external funding to support the Capital Expenditure required to bring the infrastructure to a common standard to meet the requirements of the service.
- 11.3 The Partnership has been successful in securing £453,000 of funding from the Regional Improvement and Efficiency Partnership (RIEP) to support the total Capital Expenditure of £730,000 required to bring the infrastructure to the required level.
- 11.4 It is estimated that the Partnership between the three authorities will generate savings based on current known information of £1.977m over its first six years. The annual analysis and breakdown of these savings by type of cost is shown in the table below

### Savings by type of cost

£'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Staff Costs	0	230	230	230	230	230	1,150
IT Costs	393	81	110	81	81	81	827
Total	393	311	340	311	311	311	1,977

### The estimated savings applied to each member of the partnership

£'000	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Hinckley & Bosworth	144	120	130	120	120	120	754
Harborough	107	88	95	88	88	88	554
North West Leicestershire	142	103	115	103	103	103	669
Total	393	311	340	311	311	311	1,977

- 11.5 The apportionment of estimated savings has been based on the following factors

Staff Costs – Proportion of existing costs of each authority  
IT Costs – Current Caseloads of each authority

In preparing the estimates it has been assumed that the costs of infrastructure enhancement will be incurred during the first year of the partnership and instead of procuring three separate systems for use by each of the partners the partnership will enable one system to be procured and used by all partners. This will lead to significant savings in year 1. Savings in future years will be based on the reduction in running and licensing costs resulting from having one system rather than three.

In terms of staffing it is assumed that no savings will be made in the first year as all existing staff will be required to ensure the service to the public is maintained whilst the infrastructure improvements are being implemented. In future years more efficient ways of working will enable staff numbers to be reduced through natural turnover thus generating the savings envisaged.

The forecast costings have assumed that all other costs of the service will remain constant under the Partnership.

Some costs have not been included in the financial assessment shown above such as disturbance costs as they are the subject of further consultation with employees. However preliminary estimates based on the proposed options indicate that the potential additional costs will be less than the overall savings so the proposal will overall still generate savings for the three participating authorities.

## **12. IMPACT ON THE ORGANISATION**

- 12.1 The proposed shared service is for a back office Revenue & Benefits service. There should be an improvement of interaction between Customer Services and the Revenues & Benefits Team as both teams will be working to an agreed Service Level agreement and training provided where relevant.
- 12.2 Each authority will retain its own Revenues and Benefits staff although working across all three Councils cases. It is anticipated that performance will improve as a result and the aim of the partnership is to achieve an improved service for it's customers reaching and maintaining top quartile performance.

## **13. COMMUNITY SAFETY IMPLICATIONS**

- 13.1 Flexible workers will adhere to the Council's Lone Working Policy.

## **14. CARBON MANAGEMENT IMPLICATIONS**

- 14.1 The proposed shared service includes options for staff to undertake flexible working including "mixed location" working, this means that although initially there could be a requirement for staff to travel to Hinckley to fulfil their duties, a certain amount of time could be spent working from home for a number of posts. This could reduce the carbon footprint of these individuals.

## **15. RISK MANAGEMENT IMPLICATIONS**

15.1 See Risk Register Appendix C.

## **16. CONSULTATION**

16.1 Informal consultation has already commenced with the Staff and Trade Unions and a briefing note has been issued to them. A formal 90 day consultation with Unions & staff will need to be undertaken on the partnership.

16.2 There have been ongoing discussions and sharing of information with staff and unions surrounding a proposed shared service in the form of team meetings.

16.3 Staff representatives and Union representatives had the opportunity to attend workshops looking at potential timelines, location, and disturbance allowances.

16.4 Staff and unions were consulted on options for location and the staff were invited to visit the Atkins Building in Hinckley. Information on the accommodation is included in Appendix F

16.5 A meeting with the Trade Union representatives took place on 6 September 2010, to look at the partnership proposal and recommendations for disturbance allowance. Further meetings are planned over the next three months.

## **17. OPTIONS CONSIDERED**

17.1 Options were outlined in the previous report to the Members of NWL and HDS Councils, these were:

- Option 1 - In House Delivery - the service would remain as is and the staff would need to continue to be serviced via the central support services. In addition substantial medium to long term investment would be needed in order to continue to deliver the level of service that is currently being provided and there by supporting vulnerable people in the community.
- Option 2 - Out source via a general contractual arrangement - All staff would TUPE across to the new provider and the level of provision would be managed through a client contractor arrangement.
- Option 3 - Partner with a shared service - This option would be that the staff and assets join with other authorities to form a new entity, This Council by being on the joint committee would be able to shape and have a say in the development of the new entity as well as having general management responsibility.

- Option 4 - Scheme of Delegation with a service level agreement - The staff would either be seconded or TUPE across to the new entity, which would be given the delegated authority to deliver the service on behalf of this Council. A service level agreement would be in place to manage the standard of provision

17.2 It was approved by Executive on 24 May 2010 to develop a shared service with Hinckley and Bosworth Borough Council and North West Leicestershire District Council as set out in Option 3 subject to resolving all legal, financial, procurement and staffing implications.

17.3 If there is no agreement to the proposed shared service, then the other options outlined in 17.1 would need to be revisited, in light of the current economic climate and the indicated reductions in funding from Central Government.

## **18. BACKGROUND PAPERS**

18.1 Not applicable

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Background papers:

Contact Officer: Belle Imison (5616) Chief Officer (Transformation)

Executive Member: Keith Lynch

39C30sep10

### **Appendices:**

- A. Proposed project plan**
- B. Financial Implications**
- C. Risks**
- D. Communications plan**
- E. Proposed Staffing structure subject to formal consultation**
- F. Accommodation**
- G. Governance Options**
- H. HR Implications**

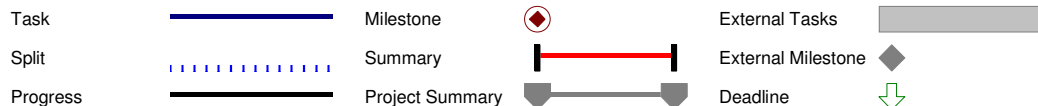
ID	Task Name	Start	Finish	2011												
				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
1	<b>REVENUES AND BENEFITS : Shared Services - Programme Plan (high-level) - Draft Version 3</b>	01/07/10	30/09/11													
2																
3	<b>Partnership and Governance</b>	01/07/10	01/11/10													
4	<b>Member Decisions</b>	01/09/10	15/10/10													
5	Report to Members Requesting Approval for Partnership (early September)	01/09/10	03/09/10	L.Bennett,K.Cowell,B.Imison												
6	Approval for Flexible Working - HDC and NWLDC (October)	01/10/10	15/10/10	CEOs,Members												
7	<b>Members Approval for Partnership (all 3 authorities)</b>	30/09/10	30/09/10	30/09												
8	HBBC Council Meeting - September 30th 2010	30/09/10	30/09/10	30/09												
9	<b>Chief Executives and Management Teams</b>	30/09/10	01/11/10													
10	Formal Approval (from Management Boards) for the Partnership	30/09/10	30/09/10	CMT												
11	Create Joint Committee, Members and Chief Executives (August) [dependency on Member approval]	01/10/10	01/11/10	CEOs,Members												
12	<b>Staff Consultation</b>	01/07/10	23/10/10													
13	Consultation on location of shared service (complete by July 26)	01/07/10	26/07/10													
14	Consultation on Accommodation Completes 26/7	26/07/10	26/07/10													
15	Consultation on Flexible Working	06/09/10	04/10/10													
16	Consultation with all staff on the Revs. & Bens. Process (6-8 weeks), 23rd August - 18th October	23/08/10	18/10/10													
17	Staff Consultation Closes	18/10/10	18/10/10	18/10												
18	Consultation on complete proposal – late August (Staff meeting and Trade Unions)	02/08/10	30/08/10													
19	Consultation on proposal closes – structure, travel, redundancy, recruitment of new posts (23rd October)	23/10/10	23/10/10	23/10												
20																
21	<b>Accommodation</b>	01/07/10	30/09/11													
22	<b>Partnership - Accommodation</b>	01/07/10	30/09/10													
23	Councils Management Teams to approve location of partnership (i.e. Accommodation)	01/07/10	01/07/10	CMT												
24	Secure Accommodation (September)	01/09/10	30/09/10													
25	<b>HDC - Accommodation</b>	02/05/11	27/05/11													
26	HDC moving to new location ( May 2011 )	02/05/11	27/05/11													
27	<b>HBBC - Accommodation</b>	02/08/10	11/10/10													

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Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	

ID	Task Name	Start	Finish	2011																		
				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q						
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul						
28	Consider Logistics for transfer of paper documents - e.g. couriers?	01/09/10	30/09/10																			
29	Purchase Furniture ( August )	02/08/10	30/08/10																			
30	Installation of Furniture	31/08/10	31/08/10																			
31	HBBC staff move to new location ( Early October )	01/10/10	11/10/10																			
32	<b>NWLDC - Accommodation</b>	<b>01/09/11</b>	<b>30/09/11</b>																			
33	NWLDC moving to new location ( September 2011? )	01/09/11	30/09/11																			
34																						
35	<b>Communications and Stakeholder Management</b>	<b>01/07/10</b>	<b>28/10/10</b>																			
36	Develop Joint Communications Strategy	01/07/10	01/07/10																			
37	Agree Communications Strategy ( with regular updates for Members )	01/07/10	01/07/10																			
38	Work on media response to Member approval (October)	01/10/10	28/10/10																			
39	Meet with Union Representatives (6th September) - before consultation sent to staff (10th/13th September?)	06/09/10	06/09/10																			
40	Positive media about Partnership (use move to Atkins)	01/09/10	30/09/10																			
41	Commencement of Monthly Bulletins	16/07/10	16/07/10																			
42	Monthly Meetings with Chief Executives	01/07/10	01/07/10																			
43	Monthly Project Board Meetings	01/07/10	01/07/10																			
44																						
45	<b>Customer Services</b>	<b>01/07/10</b>	<b>29/07/11</b>																			
46	Identify Customer Services system requirements for all three authorities	01/07/10	01/07/10																			
47	Identify "quick wins" for Customer Services, and carry out gap analysis	01/07/10	26/08/10																			
48	Share FAQ's/current information between teams	01/07/10	30/07/10																			
49	Begin training for Customer Service teams at HDC and additional training for NWL	01/07/10	30/07/10																			
50	Share and circulate electronic forms between teams	01/07/10	30/07/10																			
51	Begin to develop robust service level agreement with Customer Service Teams ( October )	01/10/10	29/10/10																			
52	HBBC consider customer cover when move to new location and provide training as required	02/07/10	27/08/10																			
53	Training for Customer Services Teams on new Revs. And Bens. Software ( Oct - July )	01/10/10	29/07/11																			
54																						
55	<b>Finance</b>	<b>01/07/10</b>	<b>29/10/10</b>																			
56	Consider pricing models for tender, data conversion costs etc	02/07/10	27/08/10																			

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ID	Task Name	Start	Finish	2011												
				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
57	Liase with internal Audit services, re: budget proposals	02/08/10	30/08/10	Finance												
58	Agree how budgets will be merged and managed	01/09/10	30/09/10	Finance												
59	Build Budget for a Single, Co-Located Service	01/07/10	01/07/10	Finance												
60	Revise Business case against structure (post award of Revs. & Bens. Contract)	03/08/10	30/09/10	Finance												
61	Identify budget for back scanning	01/10/10	28/10/10	Finance												
62	Identify budget for telephony at the new location	01/07/10	01/07/10	Finance												
63	Agree budgets with Chief Executives (October)	01/10/10	29/10/10	Finance,CEOs												
64																
65	<b>Flexible Working</b>	<b>01/07/10</b>	<b>03/09/10</b>	CEOs												
66	Agreement by Chief Executives on Common Flexible Working for Revenues and Benefits Across All Three Councils (August)	03/08/10	31/08/10	CEOs												
67	First meeting of Flexible Working Group ( from all three Councils)	03/09/10	03/09/10	03/09 Ⓢ FlexWork												
68	<b>HDC - Flexible Working</b>	<b>01/07/10</b>	<b>01/07/10</b>	HDC												
69	Identify requirements (equipment, furniture) for Flexible Workers	01/07/10	01/07/10	HDC												
70	Source and order home equipment and furniture	01/07/10	01/07/10	HDC												
71	Arrange installation of broadband lines/services	01/07/10	01/07/10	HDC												
72	Undertake Health & Safety Assessments of home environment	01/07/10	01/07/10	HDC												
73	<b>HBBC - Flexible Working</b>	<b>01/07/10</b>	<b>01/07/10</b>	HBBC												
74	Identify requirements (equipment, furniture) for Flexible Workers	01/07/10	01/07/10	HBBC												
75	Source and order home equipment and furniture	01/07/10	01/07/10	HBBC												
76	Arrange installation of broadband lines/services	01/07/10	01/07/10	HBBC												
77	Undertake Health & Safety Assessments of home environment	01/07/10	01/07/10	HBBC												
78	<b>NWLDC - Flexible Working</b>	<b>01/07/10</b>	<b>01/07/10</b>	NWLDC												
79	Identify requirements (equipment, furniture) for Flexible Workers	01/07/10	01/07/10	NWLDC												
80	Source and order home equipment and furniture	01/07/10	01/07/10	NWLDC												
81	Arrange installation of broadband lines/services	01/07/10	01/07/10	NWLDC												
82	Undertake Health & Safety Assessments of home environment	01/07/10	01/07/10	NWLDC												
83																
84	<b>Human Resources</b>	<b>01/07/10</b>	<b>30/11/10</b>	CEOs												
85	Agreement by Chief Executives on Vacancy Management Salary Protection, and Redundancy Position (CEO meeting, 12th August)	12/08/10	12/08/10	12/08 Ⓢ CEOs												
86	Consultation on flexible working at NWL and HDC	01/09/10	30/09/10	Finance												
87	Agree proposed structure (August)	02/08/10	27/08/10	Finance												

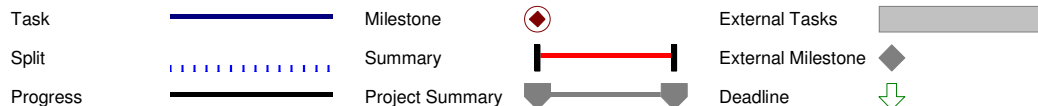
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Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	



ID	Task Name	Start	Finish	2011												
				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
88	Determine interview panel & process for unmatched posts	01/07/10	01/07/10	HR,R&B - Practitioners												
89	Determine the level of compensation for Travel / Relocation	01/07/10	01/07/10	HR,R&B - Practitioners												
90	Consider applications for VR, reduced working hours, salary protection, re-deployment if not appointed to first choice.	01/07/10	01/07/10	HR,R&B - Practitioners												
91	Preparation of Job Specifications and Job Descriptions (before matching and interviews) - August	02/08/10	30/08/10	HR,R&B - Practitioners												
92	Job evaluation at all 3 councils on new posts	01/07/10	01/07/10	HR,R&B - Practitioners												
93	Matching people to posts (August)	02/08/10	14/08/10	HR,R&B - Practitioners												
94	Carry out interviews for unmatched posts	01/10/10	28/10/10	HR,R&B - Practitioners												
95	Once appointed, 12 weeks notice for changes to contracts	01/10/10	28/10/10	HR,R&B - Practitioners												
96	Decisions of individuals flexible working - i.e. the point where it is agreed that people can work flexibly	01/11/10	30/11/10	HR,R&B - Practitioners												
97	Start to research/produce a Blended Pay Scale, and Other Terms and Conditions	01/07/10	01/07/10	HR,R&B - Practitioners												
98																
99	<b>Information and Communications Technology ( ICT )</b>	<b>01/07/10</b>	<b>30/06/11</b>													
100	Create ICT Requirements Specification (i.e. who needs to access what, from where?) for a co-located service	01/07/10	01/07/10	ICT												
101	Explore requirements for email access etc (in-boxes)	01/07/10	30/07/10	ICT												
102	Investigate requirements of GCSX	01/07/10	01/07/10	ICT												
103	Build servers July/August/September	01/07/10	30/08/10	Contractor												
104	Agree standard IT specification across the partnership	01/07/10	01/07/10	ICT												
105	Review of I.T. equipment – note: immediate impact on rolling replacement programme at HDC (by end of August)	03/08/10	30/08/10	ICT												
106	Carry out a software/licence audit (by end of August)	02/08/10	27/08/10	ICT												
107																
108	<b>HDC - ICT</b>	<b>01/07/10</b>	<b>01/07/10</b>													
109	Agree ICT requirements - VOIP, scanners, printers	01/07/10	01/07/10													
110	Installation of ICT Equipment	01/07/10	01/07/10													
111	<b>HBBC - ICT</b>	<b>01/09/10</b>	<b>29/10/10</b>													
112	Agree ICT requirements - VOIP, scanners, printers	01/09/10	30/09/10													
113	Installation of ICT Equipment	01/10/10	29/10/10													
114	<b>NWLDC - ICT</b>	<b>01/07/10</b>	<b>01/07/10</b>													
115	Agree ICT requirements - VOIP, scanners, printers	01/07/10	01/07/10													

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ID	Task Name	Start	Finish	2011															
				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q			
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul			
116	Installation of ICT Equipment	01/07/10	01/07/10																
117																			
118	Citrix Server ( End Of September / Early October )	01/09/10	28/10/10																
119	HBBC - new server – free up existing for NWL (six weeks – could be middle of November before server is freed up)	01/10/10	28/10/10																
120	Present desktop to each of the Partners (to test link) – preparation work required	01/11/10	30/11/10																
121	Consider – do HDC move to HBBC server OR wait for document management?	01/12/10	31/12/10																
122	Begin Review of Desktop Support	01/07/10	01/07/10																
123																			
124	<b>Conversion ( HBBC, NWL and/or HBC - determined by outcome of tender)</b>	<b>01/07/10</b>	<b>30/06/11</b>																
125	<b>HDC - Conversion</b>	<b>01/07/10</b>	<b>01/07/10</b>																
126	Develop Conversion Plan	01/07/10	01/07/10																
127	<b>HBBC - Conversion</b>	<b>01/07/10</b>	<b>01/07/10</b>																
128	Develop Conversion Plan	01/07/10	01/07/10																
129	<b>NWLDC - Conversion</b>	<b>01/07/10</b>	<b>30/06/11</b>																
130	Develop Conversion Plan	01/07/10	01/07/10																
131	Commence conversion at NWL (during November – December) involving users	01/11/10	31/12/10																
132	Conversion activities continue at NWL for users and software provider	01/12/10	31/12/10																
133	NWL "go live" on new system, June 2011	01/06/11	30/06/11																
134	<b>OWBC - Conversion</b>	<b>01/07/10</b>	<b>01/07/10</b>																
135	Possible conversion at OWBC (Outcome of tender could impact availability of server for NWL)	01/07/10	01/07/10																
136																			
137	<b>ICT Infrastructure</b>	<b>01/07/10</b>	<b>29/11/10</b>																
138	<b>Wide Area Network (WAN)</b>	<b>01/07/10</b>	<b>29/11/10</b>																
139	Communication lines – quotes back and award	01/07/10	26/08/10																
140	Communication lines in place (could be October)	01/10/10	29/11/10																
141	<b>Telephony</b>	<b>01/07/10</b>	<b>30/09/10</b>																

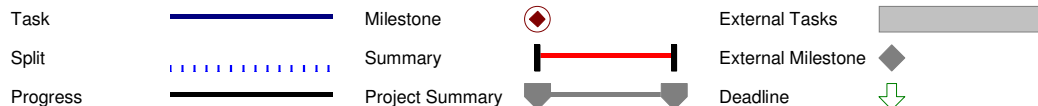
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Task		Milestone		External Tasks	
Split		Summary		External Milestone	
Progress		Project Summary		Deadline	



ID	Task Name	Start	Finish	2011																		
				3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Q						
				Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul						
171	Meeting Scheduled with Capita to discuss their proposal, Road Map, etc.	10/09/10	10/09/10			10/09																
172	Award of Revenues and Benefits Contract	04/10/10	11/10/10																			
173																						
174	<b>Electronic Document Management System ( EDMS )</b>	<b>01/07/10</b>	<b>08/07/11</b>																			
175	<b>EDMS - General Items</b>	<b>02/07/10</b>	<b>30/11/10</b>																			
176	Staff visit ( from NWL and HDC ) to HBBC to see how document management works	02/07/10	27/08/10																			
177	Circulate top tips for back scanning	02/08/10	30/08/10																			
178	Develop shared document retention policy	01/11/10	30/11/10																			
179	<b>Tender for EDMS</b>	<b>12/10/10</b>	<b>05/01/11</b>																			
180	Prepare Specification for an EDM System (by 10th August)	12/10/10	19/11/10																			
181	Commence procurement of EDMS (6-8 week process)	12/10/10	06/12/10																			
182	Award EDMS Contract (end of October)	07/12/10	05/01/11																			
183	<b>EDMS - Implementation</b>	<b>01/09/10</b>	<b>08/07/11</b>																			
184	8th November onwards – build document management server	08/11/10	08/11/10																			
185	Post award EDMS, review of best use	06/01/11	08/07/11																			
186	Consideration of hardware implications for HDC and NWL for document management (scanners and dual screens) - End of	01/09/10	30/09/10																			
187	<b>HDC</b>	<b>01/10/10</b>	<b>30/11/10</b>																			
188	Procure hardware for EDMS at HDC (October)	01/10/10	29/10/10																			
189	Commence document management implementation at HDC	01/11/10	30/11/10																			
190	Staff Training on Document Management	01/11/10	30/11/10																			
191	<b>HBBC</b>	<b>01/10/10</b>	<b>30/11/10</b>																			
192	Procure hardware for EDMS at HBBC	01/10/10	29/10/10																			
193	Commence document management implementation at HBBC	01/11/10	30/11/10																			
194	Staff Training on Document Management	01/11/10	30/11/10																			
195	<b>NWLDC</b>	<b>01/10/10</b>	<b>29/04/11</b>																			
196	Procure hardware for EDMS at NWLDC	01/10/10	31/03/11																			
197	Commence document management implementation at NWLDC	01/11/10	29/04/11																			
198	Staff Training on Document Management	01/11/10	29/04/11																			
199	Consolidate Shared Services document management solution before moving to the shared services location	01/12/10	01/12/10																			
200	<b>EDMS - Back Scanning</b>	<b>01/07/10</b>	<b>31/12/10</b>																			

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The following questions/notes have been raised for consideration:

- ( 01 ) Consideration of “quality” of Customer Services – needs to commence now
- ( 02 ) . Need very experienced staff to represent Partnership at main office/front line
- ( 03 ) Should there be a low level “drip-feeding” of training before full training begins
- ( 04 ) August is a peak holiday period so plans concerning staff may need to be refined
- ( 05 ) Acceptance that performance MAY be affected during implementation
- ( 06 ) Concern over jobs
- ( 07 ) Consider what penalty if SLA with CS not met
- ( 08 ) Will there be new furniture for Partnership?
- ( 09 ) What if someone has already been set up for flexible working and then their “Partnership” job is not suitable for flexible working?
- ( 10 ) Review best practice on Document Management
- ( 11 ) Decision online documentation/legislation
- ( 12 ) Include Customer Services in any scanning discussions
- ( 13 ) Agree to set up Customer Services Liaison Teams
- ( 14 ) Implications of change is procedure on staffing structure
- ( 15 ) Ensure that we have a prepared response for the Media on any major decisions
- ( 16 ) Review the Business Case not just for impact of staffing structure, but to ensure all costs (includes ICT) are included for the proposed co-located service?
- ( 17 ) How best to group items?

## Appendix B

Set out below are the Revenue and Capital costs and savings relating to Hinckley & Bosworth Borough Council's participation in the Revenues and Benefits Shared Service with Harborough District Council and North West Leicestershire District Council.

The summary has been prepared on the basis that the available RIEP funding will be used to meet Capital and one off costs and that the remaining one-off costs due to the ICT system provider will be spread over the 5 years of the contract.

	<b>REVENUE COSTS</b>		
	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>
<b>CURRENT BUDGETED COSTS</b>			
Staff costs	1,057,789	1,057,789	1,057,789
Information Technology	145,057	145,057	145,057
<b>TOTAL</b>	<b>1,202,846</b>	<b>1,202,846</b>	<b>1,202,846</b>
<b>SHARED SERICE BUDGETED COSTS</b>			
Staff costs	1,057,789	968,013	968,013
Information Technology	121,750	121,750	121,750
Accommodation in the Atkins Building	12,659	33,072	33,072
<b>TOTAL</b>	<b>1,192,198</b>	<b>1,122,835</b>	<b>1,122,835</b>
<b>(COSTS)/SAVINGS</b>	<b>10,648</b>	<b>80,011</b>	<b>80,011</b>

For consistency, no inflation up lifts have been included in the current or projected shared service costs

This option would require Capital Expenditure of £28,200 to upgrade the Anite@work document management system. It is envisaged that this can be met from a capital contribution from the earmarked Benefits Reserve.

If the Council were to pay all the ICT System provider's one off costs in the first year (i.e. up front) this would require further Capital Expenditure of £50,043 but would result in reduced annual revenue costs of £11,938. If the costs were to be met from prudential borrowing the Capital Financing costs (including minimum revenue provision) of £11,000 per annum would be incurred over the five year life of the contract. For the purposes of the financial forecast, as the difference is marginal, the figure of £11,938 has been used.





Risk	Likelihood 1 (low) 5	Impact 1 (low) 5	Proposed Mitigation	Action Taken
<p>The RIEP funding of £453K secured in July 2010 has to be committed against expenditure by 31 March 2011 when the Partnership ceases.</p>	3	5	<p>Decision required on formation of Partnership in September 2010 to ensure contracts signed and further procurement undertaken</p>	
<p>The fear of failure could prevent the councils adopting a different approach to delivering the service.</p>	4	3	<p>Benchmark models and process against other successful shared services.</p>	<p>The risk is still present – however it was decided that the best way to manage this was to ensure that the benchmark project chosen had successfully delivered a joint service and thereby provide proof of success – “success breeds success”. Whilst the project is still in its early days the positive work that is being delivered by the initial shared service of Hinckley and Bosworth and Oadby and Wigston is encouraging others to positively engage, with confirmed additional authority and two others awaiting figures from supplier to assess cost benefit.</p> <p>A joint meeting was also held between the Academy Supplier (Capita) the existing supplier of two of the councils, and the immediately interested parties to look at the security/robustness of the ICT proposal. A formal procurement exercise will be required to determine the software supplier going forward.</p>

**APPENDIX C**  
Business Case – Risk Update

<b>Risk</b>	<b>Likelihood 1 (low) 5</b>	<b>Impact 1 (low) 5</b>	<b>Proposed Mitigation</b>	<b>Action Taken</b>
The reputation of the council could be damaged if things go wrong.	2	4	Build reputation management into the project implementation plan and monitor.	Until the project has gone live – the level of this risk is low
Councils value the existence of the service delivery locally and a more central approach could be seen as a threat to local accountability.	4	3	Ensure the management model adopted has clear accountability lines.	The management of the service and accountability is being developed on the basis of other working models for shared revenues and benefits services – specifically Anglia Revenues and Benefits Partnership. An early visit to this successful project – which had overcome these issues, gave the team a working model on which to base their proposals. Further working will be taking place in the future that will look at developing a joint customer strategy for the service that will address issues regarding authority identity. The individual Customer Service Teams for each Authority will continue to be the point of contact for residents.
Local policies and priorities may vary and this could be seen as a barrier.	4	2	Manage the expectations of partners and enable “buy in” when the time is right for individual authorities.	It is being made clear at the onset of the partners joining the partnership that the policies need to be aligned. No pressure is being put on individual authorities to formally buy in at this stage; however all are continuing to be engaged. A recent presentation to the District Chief Executives addressed some of these issues from a strategic point of view.
A lack of trust between	2	3	Ensure regular	The risk is being managed through positively managing

Risk	Likelihood 1 (low) 5	Impact 1 (low) 5	Proposed Mitigation	Action Taken
the organisation at political and management levels.			meetings of the project board take place and the Chief Executives are fully informed. Timely meetings between the Chief Executives where robust and honest discussions take place will ensure appropriate decisions are made.	the expectations of the Chief Executives who are being able to influence the political framework where necessary. The consistent message that this is not a “take over” by another authority but a partnership is also being continually stressed.
Pressure from legislative change and local pressures from restructures, office moves and new systems prevents innovation and forward thinking. These pressures reduce capacity to deal with other significant change.	5	4	Be clear about expected commitment levels and ensure these are agreed prior to implementation.	This risk has materialised and is being managed through enabling authorities to move at their own pace and when the time is right for them – thus allowing them the flexibility to consider all the options available to them. The change in the management of the IBS is an example of an external change having an influence on the shape and direction of the project. However due to the staged approach to implementation this has not lead to a considerable waste in resource.

**APPENDIX C**  
Business Case – Risk Update

Risk	Likelihood 1 (low) 5	Impact 1 (low) 5	Proposed Mitigation	Action Taken
A contract with a single supplier is totally reliant on the continued I.T. provision and business capacity of that supplier.	2	4	Ensure that client management is built into the project scope and robust contracts are in place.	This is being managed positively through the positive relationship that Hinckley and Bosworth and Harborough District Council has with Capita. The robust specification for the new shared service software will ensure any new supplier contract will deliver the same high level of service currently experienced at HBBC and incorporates the required improvements from NWL and HDC.
The loss of experience capacity due to changes in working conditions could lead to loss of performance within the service.	3	4	Ensure that communication is effective and staff are engaged throughout the project to reduce potential loss. Where possible during implementation move the risk of poor performance onto the external suppliers. Ensure that there are efficient processes in place to fill loss of	Weekly briefings are taking place with all staff. A monthly bulletin has been issued and all information is contained on a Shared Service intranet page at each Council. 1-1 meetings are being held as required with individuals and expressions of interest re working patterns and job role have been sought from staff. Reassurance has been given that there will be a job for everyone in the new structure. Quotes are being obtained from suppliers to look support the implementation. Discussions are on going regarding recruitment and vacancy management during implementation. Maintaining high performance in the early stages cannot be guaranteed, creating resilience in the longer term is a driver for the shared service. Risk is therefore acceptable as a potential short term consequence of achieving a longer term goal

**APPENDIX C**  
Business Case – Risk Update

Risk	Likelihood 1 (low) 5	Impact 1 (low) 5	Proposed Mitigation	Action Taken
The relocation of the service could lead to claims for unfair dismissal / redundancy leading to redundancy and pension costs for the employing authority if successful at Employment Tribunal.	3	4	capacity. Ensure staff are located in similar or suitable alternative employment. Ensure individual circumstances of relocating staff are considered fully. Consult with individuals and trade union representatives about the proposed changes. Provide recompense for additional travel costs. Alternative, non-office-based working available to minimise the impact.	Reassurance that a job for everyone in the new structure. Joint union consultations undertaken and planned. Travel reimbursement scheme under discussion with the trade unions. Flexible working arrangements and pilots in HDC and NWLDC being scheduled.
Lack of resilience at the Project Board level could result in implementation failure.	3	5	Follow Prince 2 Principles and appoint one project manager that	Discussions are taking place within the partnership to ensure continued senior project management capacity.

Risk	Likelihood 1 (low) 5	Impact 1 (low) 5	Proposed Mitigation	Action Taken
			reports to the board (the board may want to be looked at as well – under Prince 2 the board/executive should have the authority to commit all of the resources essential to the project, this is not currently the case).	
Lack of accommodation space in the Atkins Building should the required number of staff decide not to work from home.	2	3	Provide training to staff on the basics required to be able to work from home and not need constant supervision. Provide reassurance that support and equipment will be available for home workers. Explore additional	A flexible working sub group has been set up from 03/09/2010 to promote flexible working across all 3 councils using the successful HBBC model.

**APPENDIX C**  
Business Case – Risk Update

<b>Risk</b>	<b>Likelihood 1 (low) 5</b>	<b>Impact 1 (low) 5</b>	<b>Proposed Mitigation</b>	<b>Action Taken</b>
			floor space in the Atkins building on a short term lease.	
Lack of project resilience and capacity at a local level could result in project delays.	3	3	Consider the structure of the resources committed to the Shared Service, is there sufficient to do all of the work required from each authority.	The detailed project plan will be monitored by the project Board and project teams in each authority. The sponsor in conjunction with the other Chief Executives will need to ensure the project does not falter or lose focus.
Communication failure between elements of the project teams could result increased costs due to delays or failure to identify impact.	4	3	Ensure that there is adequate project management capacity. Identify a single repository of information. Develop mailing lists between groups.	Discussions taking place to set up improved communication channels
That the delivery model and solution does is not “future proof”.	3	4	Involve service users in the development of the specification	Specifications for systems prepared “in house”. Tender evaluations involved members of staff from all disciplines.

**APPENDIX C**  
Business Case – Risk Update

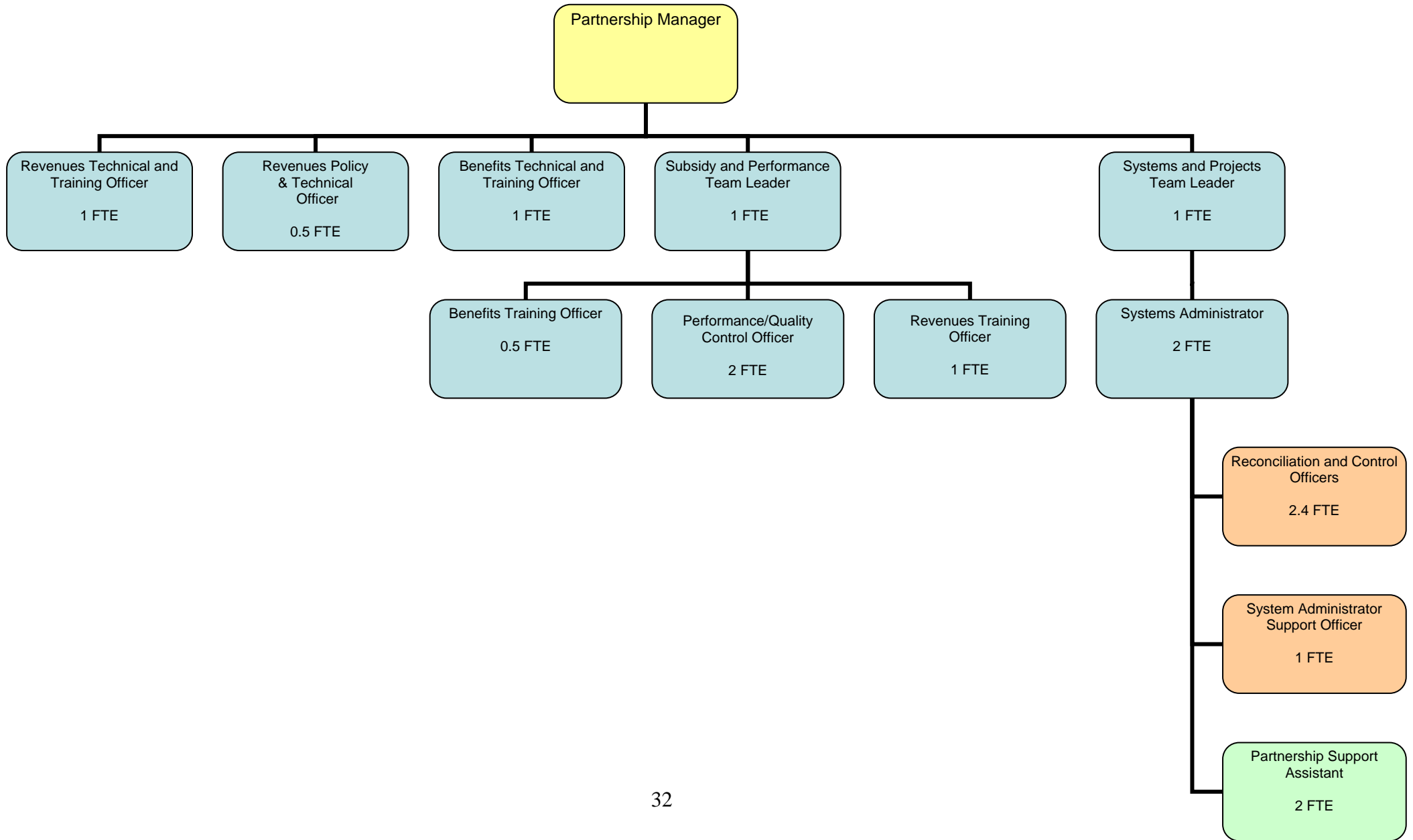
Risk	Likelihood 1 (low) 5	Impact 1 (low) 5	Proposed Mitigation	Action Taken
			documents. Liaise with all project working groups on Shared Service requirements. Ensure that the new Revenues and Benefits System provides new innovative ways of working and improves accessibility for the customer	

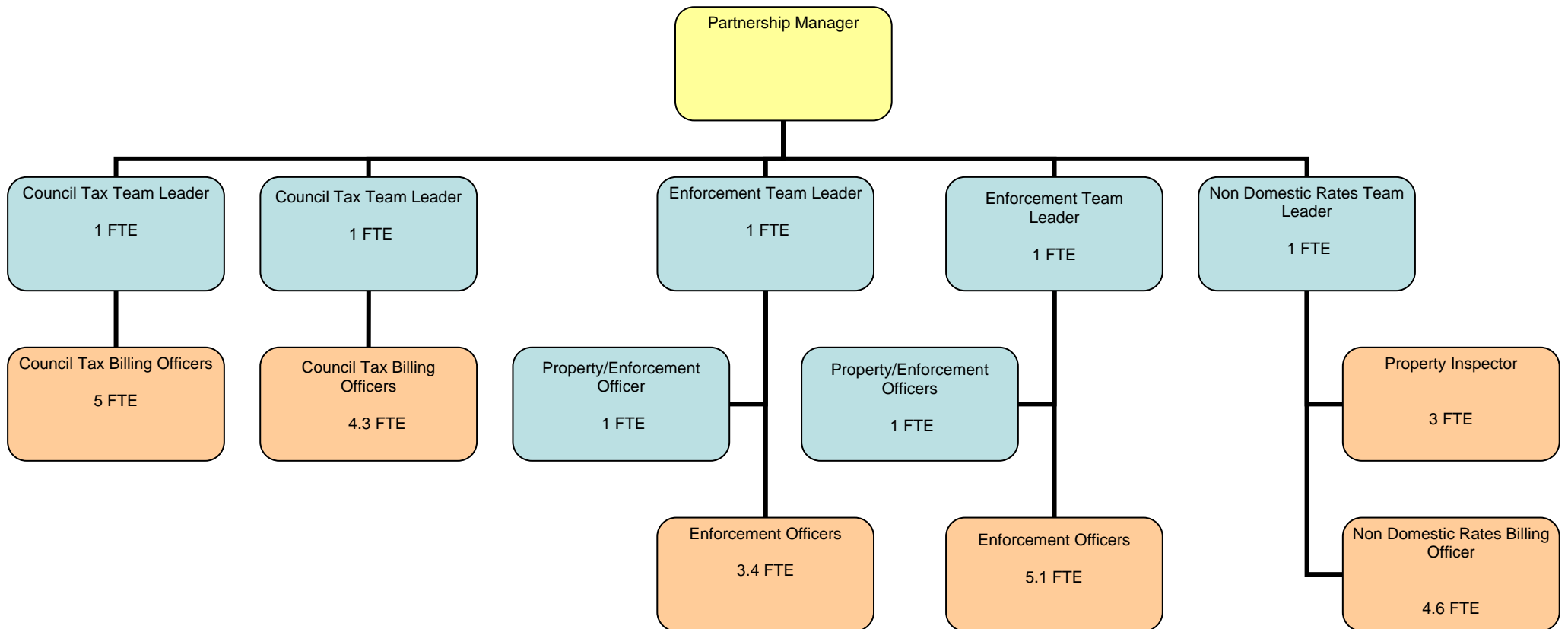


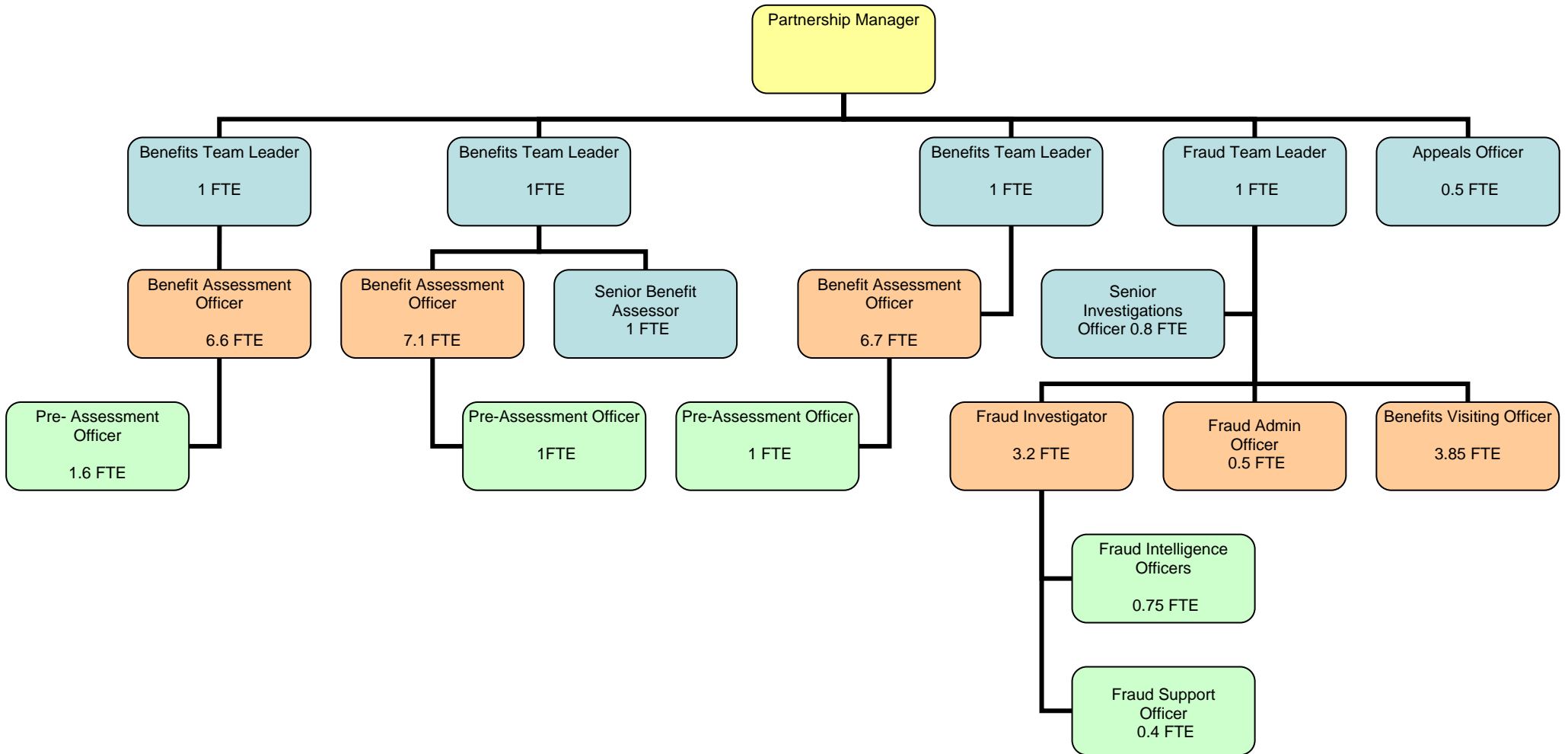
### APPENDIX D

	2010							2011					
	May	June	July	August	September	October	November	December	January	February	March	April	May
<b>milestones</b>													
funding announcement		29											
final funding decision (NWL)			2		21 NWL								
cabinet reports approval				x									
ICT procurement complete					by month end								
HBBC move to Atkins					x								
Harborough move to Atkins													
North West move to Atkins													
end of year billing										x			
go live of shared service												x	
<b>workshops</b>													
working group			5										
staff x 3 sessions			w/c 12										
flexible working presentation 2 sessions			7										
<b>Communications - internal</b>													
monthly email bulletin - revs & bens			15		joint bulletin	15	15	15	15	15	15	15	15
monthly bulletin - all staff (per authority)			x		x				x		x	x	x
<b>Communications - external</b>													
promo for go live - external										x	x	x	
<b>consultation</b>													
staff			9 (informal)			1 - start of 90 day formal	90 day formal	31 - formal ends					
union		reps confirmed	w/c 5 (informal)		6 - start of 90 day formal	90 day formal	90 day formal						
stakeholders			w/c 5 (informal)										
service user					x								

		= action complete
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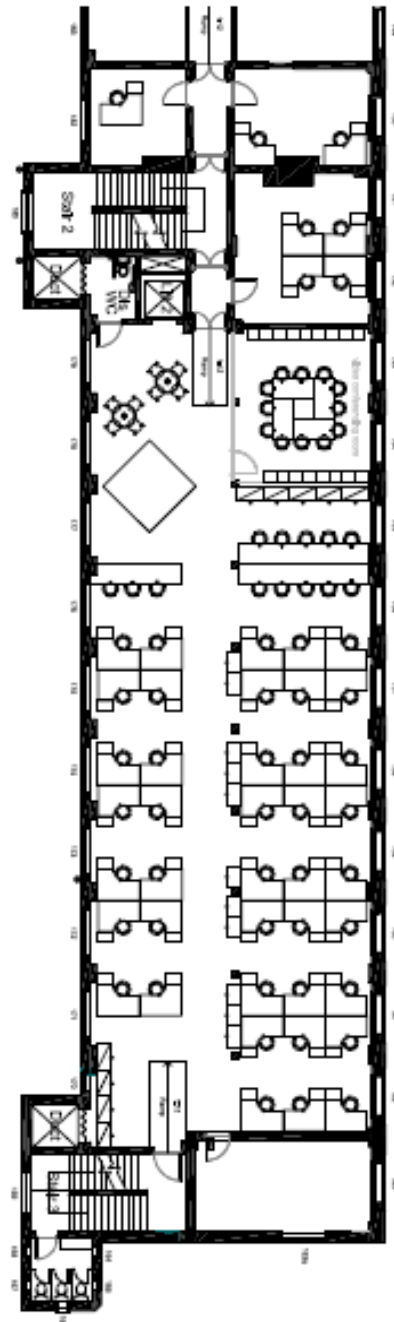






## APPENDIX F

The Revenues and Benefits Partnership has secured an option on space in the Atkins Building in Hinckley. The Grade II listed 'Atkins Building', is set in Hinckley town centre, features over 35,000 square feet of sensitively restored space which includes a café, art gallery, meeting rooms, serviced offices and open plan office facilities as well as a large car park. The refurbishment, spanning 18 months, has brought to life the former Atkins factory, which was, until its closure, the oldest working family owned hosiery factory in the world and an important landmark within Hinckley. To mark the regeneration that has occurred within the building, it has been selected as one of the finalists of the 2010 ProCon regeneration projects of the year.



## Governance Options

### Purpose

The purpose of this paper is to identify the options available to a Local Authority when considering Shared Service arrangements in order to make efficiency savings and or improve services. It will focus on providing an overview of each option including the legislative framework which enables the solution as well as summarising the advantages and disadvantages.

### Introducing the Options

#### Administrative Models

Pt 6 of the Local Government Act 1972 makes provision for the way in which local authorities may arrange for the discharge of their functions. All authorities may discharge their functions through a committee, a sub-committee, through another authority, through joint committees and through officers, including officers loaned by another authority. In certain cases functions may be discharged through a joint board.

#### **1. Putting an Officer at the Disposal of another Authority**

This deals with arrangements under S113 Local Government Act 1972 and enables the placing of staff of local authorities at the disposal of other local authorities. In order to utilise this option, an authority simply needs to enter into an agreement with another for the purpose of placing one or more of their staff at the disposal of the other for the purpose of carrying out their functions on such terms as the authorities may agree.

#### **2. Delegation of a function**

An authority can delegate a whole function using s19 (Executive functions) or s101 of the Local Government Act 1972 delegating it from one authority to another which has the effect of passing the responsibility to the 2<sup>nd</sup> authority to deliver the function of the 1<sup>st</sup> Authority. Such arrangements can and usually do involve the transfer of staff either by secondment or TUPE as appropriate. (See later for evaluation of advantages and disadvantages of the transfer options).

#### **3. Establishing a joint Committee**

Authorities are able to discharge their functions through joint committees and such committees have a power to co-opt to their membership. Expenses of a joint committee are defrayed by local authorities in such proportions as they may agree. If situated in two or more districts or areas then, if the parties cannot agree, the apportionment is determined by an arbitrator appointed by the Secretary of State.

The constitution of a joint committee is generally contained in a formal agreement entered into by the authorities concerned. The agreement commonly prescribes the number of members of the joint committee, the number of members which each authority may appoint, the terms of office, and other related matters. The

joint committee has no corporate status and it cannot therefore hold property or enter into contracts. Any property which it uses vests in one of the constituent authorities which holds it in trust for the rest. Alternatively, the constituent authorities may hold the property jointly. Similarly any contracts required to be entered into to achieve the objectives of the Joint Committee will have to be entered into by one or more of the Partner authorities directly, with if necessary, the formal agreement creating the joint Committee making provision of sharing the benefit and burden of such contracts. A member of the local authority to a joint committee of which the authority forms part ceases to be a member of that committee when he ceases to be a member of the authority.

### **Contractual Models**

If a service is provided by one Authority to another on a purely contractual basis it should in accordance with European Treaty principles be open to competitive tender process, with outside providers being given the opportunity to bid for the right to provide the service. (NB This does not apply in the case of a delegation of a function or agency arrangement – see below). If a service is provided by a company set up by a local authority which carries out the principle part of its activities with that authority (or groups of authorities), is under the control of those authorities and has no private sector ownership, it benefits from the Teckel exemption and there is no requirement of a procurement process. This exemption would be lost if the company traded more widely to the extent that its principle activity was no longer providing a service to its controlling authorities.

#### **4. Agency Arrangements and Goods and Services**

These types of arrangements are permitted by the Local Authorities (Goods and Services) Act 1970 amongst others, and are useful where an authority provides services to another authority.

An authority may discharge any of its functions by another authority under what is commonly called an agency arrangement. The statutory responsibility for the function remains with the authority to whom the function is statutorily allocated. Arrangements may be revoked on reasonable notice.

### **Corporate Models**

#### **5. Company (for profit)**

This model can be purchased “off the shelf” with standard articles of agreement etc drafted, usually for a small fee. As a separate entity, a company can own property, employ people, act as director or secretary of another company, enter into contracts, sue and be sued. Each shareholder (which can be a Local Authority) will hold an amount of shares in the company (note a body can be a shareholder) and that is the extent of their liability, Shares do not have to be offered to the general public. This has the effect that the shareholder's personal assets are protected in the event of the company's insolvency, but money invested in the company will be lost.

There are obligations on limited companies to produce and provide to Companies House a set amount of information. A private limited company's disclosure

requirements are lighter, but for this reason its shares may not be offered to the general public.

A board of directors will need to be established, along with associated voting rights and through this body the company will be managed – a minimum of one director is required to set up a company. Anybody can be a director, subject to a few exceptions. Only £1 share capital is needed to start up a private limited company.

### **6. Company limited by guarantee (non profit)**

This model can be purchased “off the shelf” with standard articles of agreement etc drafted, usually for a small fee. Under section 5 of the Companies Act 2006, a company limited by guarantee must not have share capital when being set up. The company has members who are guarantors instead of shareholders – these would therefore need to be agreed and appointed with this in mind and would be the decision makers for the company. Limitation of liability takes the form of a guarantee from its members to pay a nominal sum in the event of the company being wound up while they are a member or within one year of their ceasing to be a member. The amount of money that is guaranteed can be as little as £1 and will be stated within the constitution of the company.

They are particularly useful for non-profit organisations that require corporate status. The Company is able to make profits. Which are retained and used for the purposes of the guarantee company. Care must be taken when entering into contracts however as the benefit of limited liability may be needed to protect its Board of Trustees and its members. It is able to own property in its own name. It provides the vehicle for a democratic structure where participants are required to adhere to the strict laws and regulations governing limited companies generally.

### **7. Local Authority Controlled Companies (general)**

In both companies limited by shares and companies limited by guarantee if they are wholly owned by an authority (or group of authorities) they are described as controlled companies and are subject to the following rules beyond those of a standard company.

- a. It can not pay a Director who is a member of a local authority any more than they are entitled to receive by way of attendance allowance as Councillor
- b. The Company must provide the local authority’s auditor such information about the running of the company as they require to audit the LA
- c. The company must disclose any information about how it is run as may reasonably be required by any member of a LA shareholder
- d. The Company must make available for public inspection minutes of its general meetings for a period of 4 years
- e. The company must (currently) have its auditors approved by the Audit Commission prior to appointment.



Summary of the main Shared Service Vehicles

VEHICLE	DESCRIPTION	DETAILS
Lead Authority	<ul style="list-style-type: none"> <li>• Services are delivered by a lead authority to one or more other councils under delegated arrangements.</li> <li>• Involves a formal arrangement and is set up for a defined purpose.</li> <li>• The services are delivered and managed within the decision-making framework of the lead authority.</li> </ul>	<ul style="list-style-type: none"> <li>• Incurs no additional tax or VAT liability.</li> <li>• The lead authority would employ its own staff and could TUPE or have staff on secondment.</li> <li>• A separate one-to-one agreement would be needed for each authority receiving the service.</li> <li>• Each authority will need to agree comprehensive details about delegation arrangements, supported by service level agreements.</li> </ul>
Joint Service by Joint Committee	<ul style="list-style-type: none"> <li>• A formal arrangement is established for a defined purpose, which delivers services back to its partners or directly to the public.</li> <li>• Services are provided to partner authorities.</li> <li>• Policy is likely to be determined by local authority members, probably via a Joint Committee,</li> <li>• The service delivery model is managed by designated officers with delegated authority.</li> </ul>	<ul style="list-style-type: none"> <li>• Avoids the need to set up a separate legal entity.</li> <li>• Incurs no additional tax or VAT liability.</li> <li>• Cannot enter into contracts in its own right. Each authority needs to in its own name.</li> <li>• Does not have the authority to employ its own staff - these would be seconded by the host authorities to the service.</li> <li>• Does not allow non local authority bodies to join.</li> <li>• More likely to have its own branding and sense of identity than delegation</li> </ul>
Company Limited by Guarantee	<ul style="list-style-type: none"> <li>• Two or more authorities set up and run a company in compliance with the Companies Acts.</li> <li>• Other public sector bodies, as well as third and private sector organisations can join too. In the latter case, EC procurement rules may need to be followed.</li> <li>• The authorities will be the</li> </ul>	<ul style="list-style-type: none"> <li>• Typically established for arrangements where there will be no profit distribution.</li> <li>• The company is a legal entity in its own right and can enter into contracts and employ people.</li> <li>• Income may be liable to corporation tax and VAT structures will be changed.</li> <li>• However, for member</li> </ul>

	<p>members of the company and a board will be appointed under the terms of the company's constitution.</p> <ul style="list-style-type: none"> <li>Public bodies need authority to set these up and must demonstrate the improvement of economic, social or environmental wellbeing in an area in so doing.</li> </ul>	<p>authorities, because services are provided by a subsidiary, they do not attract VAT or NNDR.</p>
Company Limited by Shares	<ul style="list-style-type: none"> <li>This arrangement is broadly similar to the above, but is more likely to be used where profit distribution is expected and/or where private sector partners are involved. Again, in latter cases, EC procurement rules may need to be followed.</li> <li>As with a Company Limited by Guarantee, it will be set up and run as a company in compliance with the Companies Acts.</li> <li>Local authorities will be members of the company, with a board being appointed under the terms of the company's constitution.</li> </ul>	<ul style="list-style-type: none"> <li>As with the above, this type of company is able to enter into contracts and employ people directly.</li> <li>This is likely to be the model preferred by private sector partners as it allows for profits to be made and distributed to members.</li> </ul>

**Evaluation of Transfer options**

<u>TUPE</u>	<u>SECONDMENT</u>
<p><b>Pros</b></p> <ul style="list-style-type: none"> <li>“CLARITY” - Set framework to abide by. A structure clearly outlines what must be done in order to avoid any claims from employees as a result of the transfer</li> <li>“SINGLE EMPLOYEE” - All employees working for the “service” will be employed by the same body following the transfer. All rights, obligations and liabilities under the existing contracts will transfer to the new employee</li> <li>“PAST LIABILITIES” – these are taken</li> </ul>	<p><b>Pros</b></p> <ul style="list-style-type: none"> <li>“SELECTION OF STAFF” – secondment is on a case by case basis, staff can be selected as required by the organisations involved</li> <li>“MAINTAINS EXISTING EMPLOYMENT RELATIONSHIP” – therefore control of the employees remains with each respective party</li> <li>“ALIGNING BENEFITS, SALARIES ETC” – each employee seconded would be accepting a new contract,</li> </ul>

**APPENDIX G**

<p>on by the new Employer, subject to any contractual clauses negotiated between the two parties</p> <ul style="list-style-type: none"> <li>- “PROTECTION FOR EMPLOYEES” – the Council’s employees will be afforded protection regarding job security and contractual terms of employment. In the case of Local Government in particular, this includes a level of Pension protection not usually afforded</li> <li>- “UNION PREFERENCE” – favoured by Unions over Secondments</li> </ul>	<p>there is therefore scope for harmonisation of the workforce. The aligning of salaries, benefits and other employment issues can be addressed, negotiated upon and resolved as required.</p>
<p><b>Cons</b></p> <ul style="list-style-type: none"> <li>- “CONSULTATION” – there is a requirement of consultation of affected employees – sharing the information on timings, all implications for the affected employees, any action due to be taken in connection with the transfer</li> <li>- “PROVISION OF INFORMATION” - There is the requirement to provide a prescribed series of written information to appointed representatives and the affected employees</li> <li>- “TWO TIER WORK FORCE” - The employees are on the same T&amp;C’s following the Transfer – this can effectively create an imbalance in terms of conditions within the work force. There can be no harmonisation of the newly constructed work force</li> <li>- “ANY CHANGES PRE/POST TRANSFER” - Any changes before or after the TUPE transfer will automatically be void unless the organisation can show that there is an Economic, Technical or Organisation defence (“ETO”)</li> <li>- “ALL STAFF” – all employees must be transferred, there are no provisions that allow selection of staff to transfer.</li> <li>- “ALIGNING BENEFITS, SALARIES ETC” – this cannot be done where the sole reason for doing so is due to either the transfer itself or a reason connected with it which is not an “ETO”. Any such variation would be automatically void and unfair. Beyond this any variations would have to be assessed carefully as the tests and terms applicable lack any strict definition and guidance is limited</li> </ul>	<p><b>Cons</b></p> <ul style="list-style-type: none"> <li>- “TWO EMPLOYEES” - one combined workforce with two separate instructing/managing bodies means there can be difficulties in management</li> <li>- “LONG TERM” – ordinarily secondments are short term as there can be difficulties with long term secondments because of complexities over general HR issues, such as grievances and disciplinary action.</li> <li>- “INDIVIDUAL BASIS” – each employee will need to be assessed on an individual basis and each employee has the option as to whether to transfer.</li> <li>- “INFORMATION” – to avoid later difficulties there is still a significant amount of information that should be provided and this will be adapted to suit the particular employee</li> <li>- “EMPLOYMENT CONDITIONS” – all possibilities, which grievance procedure applies, HR policies applicable etc must be fully addressed and considered.</li> <li>- secondments also mean fewer staff savings and can cause problems because the employer role is split between two partners</li> </ul>

## HR Implications – Revenues and Benefits Shared Services

The business case recommends a shared service model whereby employees are seconded to the partnership, whilst still being employed by each respective authority, therefore retaining their terms and conditions of employment.

### Moving to the new structure

#### Proposal

The Revenues and Benefits Practitioners have developed a new structure for the partnership. In order to migrate staff from three teams to one centralised team, practitioners have 'matched' the majority of employees to job roles clearly identified as equivalent (i.e. benefits assessor). Where jobs have not been matched, employees have been grouped into pools of selection using comparable salary banding levels. From these pools of selection employees will be invited to apply for job roles within the structure. This will be done using a transparent recruitment process to ensure equity across all three councils.

#### Implications

To facilitate the migration of employees as quickly as possible to the new structure, the Chief Executives have given the commitment that there will be a job role for all employees within the new structure which will be of a similar grade. This will provide some assurance in terms of job security for staff migrating to the new partnership and also mitigate the risk of redundancy costs, given that the capital costs of early release of pension (under the regulation of the local government pension scheme) may be extensive if the employee is over the age of 55 years. At present there are 18 employees who fall into these criteria across the three councils. (8 at North West Leicestershire, and 5 each at Harborough and Hinckley at the time of this report) It must be noted that the risk is higher at North West Leicestershire and Harborough due to challenges in regard to relocation and the definition of redundancy. In regard to Hinckley the risk is lower given that employees are not being asked to travel.

The structure presented is a short term arrangement. In the longer term employees will eventually move to a new structure as and when opportunities arise i.e. through vacancy management and natural wastage. The commitment from the partnership to safeguard jobs does however require flexibility on the employee's part. Some employees may be required to undertake training for additional skills in order to move to potentially a different role, albeit in the same specialist area.

## **Pay and Grading**

### Proposal

In the short term all employees will retain their pay and grading arrangements as set out under their terms and conditions of employment for each authority. There will be a need to evaluate new posts both for re-deployment purposes and new posts arising from vacancies moving forward. It is proposed that the new posts are subject to being evaluated according to each of the council's job evaluation schemes. Equally, this also applies to other terms and conditions for example, holiday arrangements/entitlements, flexi schemes and working hours.

In the longer term the proposal is to use one scheme to evaluate job roles to determine pay and to merge the three pay scales to one pay scale. This review could also cover the additional terms and conditions. This development will be linked to the agreed governance arrangements for the partnership in the future. The above would be in accordance with legal advice.

### Implications

Each authority currently determines salary banding using differing Job Evaluation Schemes based upon their local budgetary context. The merging of teams therefore will result in employees being employed to undertake the same role but possibly paid differently. This may cause some disquiet within teams, however the proposal to move to blended pay scales may cause an increased risk of equal pay claims across each authority.

## **Relocation**

### Proposal

It is proposed that the team will be located in the Atkins building in Hinckley town centre.

### Implications

This primarily affects staff at both North West Leicestershire DC and Harborough DC. The proposal to relocate staff from the council offices is a variation to their contractual terms and conditions. This must be done in consultation with the employee and mutually agreed. This requires the employer to undertake a formal 90 day consultation with those employees affected. If an employee refuses to move, on the grounds of family/personal reasons, then there may be the risk of redundancy as a result of constructive/or actual dismissal. This increases the costs if they are over 55 and in the pension scheme. Unfortunately there are no defined criteria determining the reasonableness of relocation; challenges to the distance incurred are tested through current case law. The HR group will be looking to agree with the trade unions an excess travel allowance proposal time for a limited period to mitigate this risk (Appendix F). Equally flexible working

options are available to staff as an alternative. Consideration, on a case by case basis, will be given to those staff with caring responsibilities.

In summary:

Risks:

- Employee refuses to move on the grounds of distance travelled and or family/personal reasons
- Actual/constructive dismissal may be an outcome. This could be on the grounds of redundancy, misconduct or some other substantial reason, as determined by the case in question.

Mitigation:

- Develop a proposal for excessive costs incurred for travel (Appendix F)
- Undertake full consultation including 90 days
- Ensure full contractual notice is complied with after consultation period has ended
- Employees will have to leave in order to make claims of unfair dismissal/constructive dismissal and therefore risk their own job
- Promote flexible working as an alternative
- Deal with employees with caring responsibilities on a case by case basis exercising compassion and flexibility