

Annex A

TRANSITION PROGRAMME PROGRESS UPDATE

Joint Shared Services and Personnel Committee

Decoupling - Cherwell DC & Oxfordshire CC



**OXFORDSHIRE
COUNTY COUNCIL**



Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE

Timeframe

| Meeting | Mar | Apr | May | June | July | Aug | Sept |
|--|----------|----------|--------|---------|---------|-----|------|
| Joint Officer Transition Working Group | 7 March | 4 April | 12 May | 20 June | 18 July | TBA | N/A |
| Joint Shared Service and Personnel Committee | 14 March | 25 April | 23 May | 4 July | 29 July | TBA | N/A |

| Meeting | Mar | Apr | May | June | July | Aug | Sept |
|---------|----------|---------|---------|---------|------------------------|-----|---------------|
| Phasing | Baseline | Phase 1 | Phase 2 | Phase 3 | Implementation Phasing | | Go Live Phase |

RISKS, ISSUES, ASSUMPTIONS AND DEPENDENCIES

Decoupling - Cherwell DC & Oxfordshire CC



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High Level Risks Analysis

1

Risk – Decisions and approvals will be made within requisite timeframes to preserve the delivery timetable.

Mitigation – Head of Terms developed and agreed; regular meetings scheduled to enable effective decision-making; effective escalation from Programme Board to JOTWG and the JSSP on the impact of delayed decision-making.

2

Risk – Quality of baseline information and data integrity is high to inform options appraisal and ensure accurate and informed decision-making on costs, structures and benefits.

Mitigation – Baseline information to be established at the outset; business owners to be held accountable for information provision and quality; appropriate measures to be put in place where quality of baseline information is in doubt e.g. new targeted data collection, use of assumptions, data modelling.

3

Risk – Capability and capacity to be freed up from across both Councils to support programme delivery and conflicting priorities are managed effectively.

Mitigation – Development of phased plan with clear understanding of skills/resource requirements.

4

Risk – Decisions are taken in alignment with the agreed Transition Plan Phases and recommendations

Mitigation – Clear programme governance and timeliness of Programme Boards, JOTWG and JSSP.

5

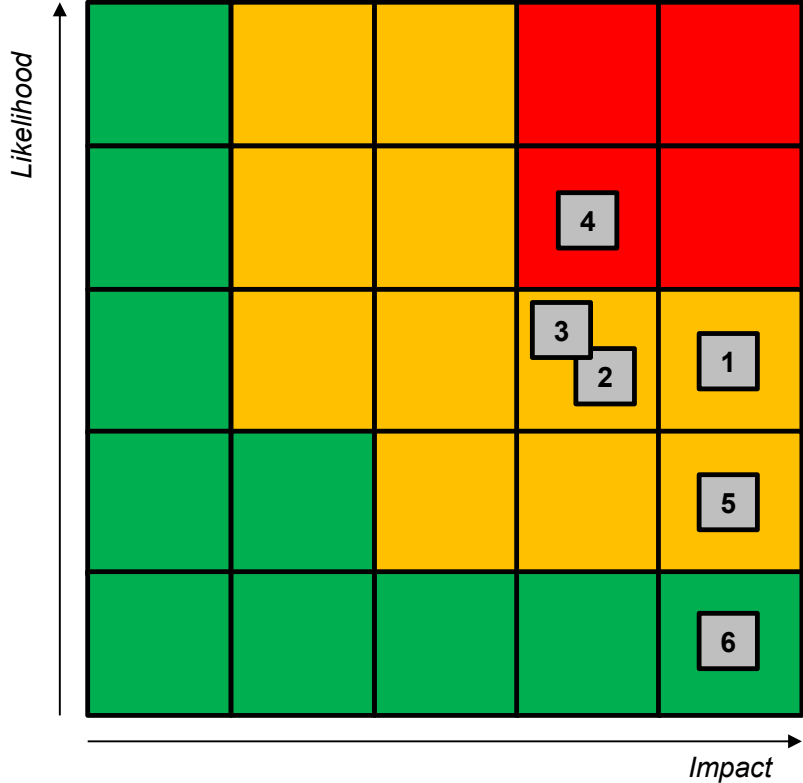
Risk – Joint communications and engagement will be effectively managed and maintained through the Programme

Mitigation – Clear communication and engagement plan. Establishment of a Communication & HR Cell to support this workstream on behalf of the JOTWG.

6

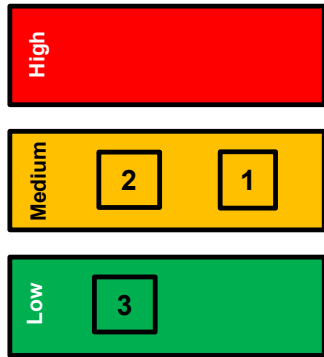
Risk – Capability and capacity in place to support the implementation of the recommendations to JSSP for both Councils

Mitigation – Identification and implementation of appropriate resources.



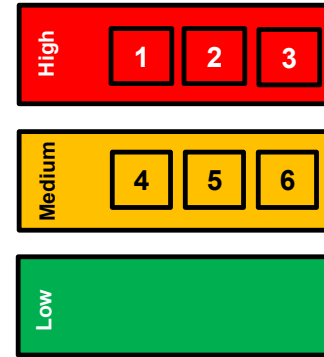
Issues, Assumptions & Dependencies

High Level Issues



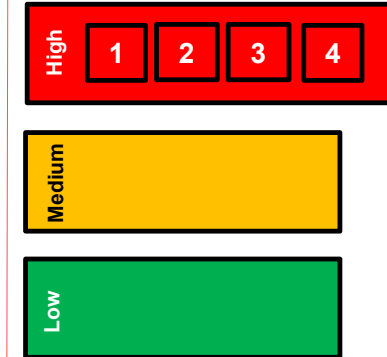
- 1** Establish clear decision-making timeframes for the JOWTG and the decision-making for JSSP.
Mitigation – establish clear timelines and diarise.
- 2** The lack of a Communications and Engagement Plan.
Mitigation – Establish a Communications and Engagement Plan.
- 3** The termination envisaged is not expected to inhibit the Council setting its budget for the next financial year 2022/23
Mitigation – Effective budget planning and management.

High Level Assumptions



- 1** That all steps will be put in place to maintain effective operational activity in accordance with the s.113 agreement during the transition period.
- 2** Termination of the s.113 Agreement will take place on the 31st August 2022.
- 3** Both Councils will seek to keep the best interests of their mutual residents at the centre of their decision making and endeavour to ensure that such actions will not be to their (residents) detriment.
- 4** No option of mutual service delivery is ruled out but in order to give each Council the widest range of options it is felt that this can, at this point, best be achieved through autonomy and independence.
- 5** Both Councils are committed to maintain positive relations will all service users/customers, stakeholder, contractors and interested parties through this period of transition and into the future.
- 6** In principle each employee should return to their employing Council as set out in the s.113 Agreement unless otherwise agreed

High Level Dependencies



- 1** Due diligence exercise on the extent and cost of the s.113 arrangements
Action – Establish the baseline position for staff, structure, service and associated costs.
- 2** Transition Plan
Action – Establish a Transition Plan
- 3** Timely decisions
Action – Ensure timeframes are established for effective decision-making by the JOTWG and the JSSP.
- 4** Financial Implications
Action – The Councils will use reasonable endeavours to agree the apportionment of settlement costs arising from the termination proportionately, fairly and taking into account historic or actual cost sharing percentages and any mutual provision that is agreed will be put in place for discrete service areas.

High Level Plan – Phase One

| Service Area | Lead Officers | CDC | OCC | JOTWG | Notes |
|------------------------------------|------------------------------------|--|---------------------------------|---------|--|
| Housing Services | Vicki Jessop | Statutory Service decision 21 st February | Decoupled from OCC | 7 March | To be reflected in decoupling arrangements, employment and financial. |
| Healthy Place Shaping | Nathan Elvery/Ansaf Azhar | CDC separation to support local policies and community development | | 4 April | Recommendation approved by JSS&P Committee – 25 th April 2022 |
| Climate Team | Nathan Elvery/Bill Cotton | Ongoing Partnership Opportunity | Ongoing Partnership Opportunity | 4 April | Recommendation approved by JSS&P Committee – 25 th April 2022 |
| Internal Audit | Michael Furness/Lorna Baxter | Ongoing Partnership Opportunity | Ongoing Partnership Opportunity | Virtual | Recommendation approved by JSS&P Committee – 25 th April 2022 |
| Counter Fraud | Michael Furness/Lorna Baxter | Ongoing Partnership Opportunity | Ongoing Partnership Opportunity | Virtual | Recommendation approved by JSS&P Committee – 25 th April 2022 |
| Corporate Health and Safety | Nathan Elvery/Karen Edwards | CDC separation to support service. | | Virtual | Recommendation approved by JSS&P Committee – 25 th April 2022 |
| Policy and Strategy | Nathan Elvery/Susannah Wintersgill | CDC separation to support local policies. | | Virtual | Recommendation approved by JSS&P Committee – 25 th April 2022 |

Partnership

On-Going Support

Decouple

Complete

High Level Plan – Phase Two

| Service Area | Lead Officers | CDC | OCC | JOTWG | Notes |
|-----------------------------|------------------------------------|---|-----|--------|---|
| Legal Services | Shahin Ismail/Anita Bradley | CDC separation to support statutory role. | | 12 May | Approved direction by JSS&P Committee – 14 th March 2022 |
| Democratic Services | Shahin Ismail/Anita Bradley | CDC separation to support service. | | 12 May | Approved direction by JSS&P Committee – 14 th March 2022 |
| Information Governance | Shahin Ismail/Anita Bradley | CDC separation to support statutory role. | | 12 May | Approved direction by JSS&P Committee – 14 th March 2022 |
| FOI's | Shahin Ismail/Anita Bradley | CDC separation to support local priorities. | | 12 May | Approved direction by JSS&P Committee – 14 th March 2022 |
| Performance and Insight | Nathan Elvery/Susannah Wintersgill | CDC separation to support local priorities. | | 12 May | Approved direction by JSS&P Committee – 14 th March 2022 |
| Corporate Programmes | Nathan Elvery/Susannah Wintersgill | CDC separation to support local priorities. | | 12 May | Approved direction by JSS&P Committee – 14 th March 2022 |
| Strategic Marketing | Nathan Elvery/Susannah Wintersgill | Ongoing partnership opportunity | | 12 May | Proposed revised direction – 23 rd May 2022 |
| Communications | Nathan Elvery/Susannah Wintersgill | CDC separation to support local priorities. | | 12 May | Approved direction by JSS&P Committee – 14 th March 2022 |
| Consultation and Engagement | Nathan Elvery/Susannah Wintersgill | CDC separation to support local priorities. | | 12 May | Proposed revised direction – 23 rd May 2022 |

Partnership

Further Work

Decouple

Complete



Cherwell

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High Level Plan – Phase Three

| Service Area | Lead Officers | CDC | OCC | JOTWG | Notes |
|--|-----------------------------|-----------------------------------|----------------------------------|---------|--|
| Emergency Planning | Nathan Elvery/Steve Jordan | Ongoing Partnership Opportunity | Ongoing Partnership Opportunity | 20 June | Approved direction by JSS&P Committee – 14 th March 2022 |
| Regulatory Services & Community Safety | Nathan Elvery/Steve Jordan | Ongoing Partnership Opportunity | Ongoing Partnership Opportunity | 20 June | Approved direction by JSS&P Committee – 14 th March 2022 |
| Digital & IT Services | Nathan Elvery/Tim Spiers | Ongoing Partnership Opportunity | Ongoing Partnership Opportunity | 20 June | Approved direction by JSS&P Committee – 14 th March 2022 |
| Procurement & Contracts | Shahin Ismail/Anita Bradley | Ongoing Partnership Opportunity | Ongoing Partnership Opportunity | 20 June | Approved direction by JSS&P Committee – 14 th March 2022 |
| Customer Services, Continuous Improvement and Land Charges | Nathan Elvery/Mark Haynes | CDC separation to support service | Ongoing Partnership Opportunity | 20 June | Proposed revised direction. CDC had previously indicated an Amber option for this service area subject to further work, this is now a preference for decoupling. |
| Property, Investment and Facilities Management | Nathan Elvery/Steve Jordan | CDC separation to support service | Ongoing Partnership Opportunity? | 20 June | Proposed revised direction. CDC had previously indicated an Amber option for this service area subject to further work, this is now a preference for decoupling. |

Partnership

Further Work

Decouple

Complete

BASELINE STAFFING STRUCTURE

Decoupling - Cherwell DC & Oxfordshire CC



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Decoupling : Joint Senior Leadership Team (CEDR)

| Post | Joint | OCC/CDC | Current Position/Next Steps |
|---|-------|---------|--|
| Chief Executive | X | CDC | Chief Executive – Council decision taken in CDC 7 th February 2022 and OCC 8 th February 2022. |
| Corporate Director Commercial Development Assets & Investment | X | | Phase 3 |
| Director of Law & Governance | X | OCC | Phase 1 – arrangements in place from 1 st April 2022. |
| Corporate Director, Environment and Place | X | OCC | Phase 1 – arrangements in place from 1 st April 2022. |
| Corporate Director, Public Health & Well Being | X | OCC | Phase 1 – arrangements in place from 1 st May 2022. |
| Corporate Director, Adults & Housing Services | X | OCC | Phase 1 – arrangements in place from 21 st February 2022. |
| Corporate Director, Children’s Services | X | OCC | Phase 1 – arrangements in place from 1 st April 2022. |
| Director of Finance, S151 | X | OCC | S.151 Officer – Council decision taken in CDC 7 th February 2022 and OCC 8 th February 2022. |
| Corporate Director, Customers, Organisational Development and Resources | X | | Phase 2 |

Decoupled

On plan

Further Work

Decoupling : Wider Leadership Team

| Post | Joint | OCC/CDC | Current Position/Next Steps |
|--|-------|---------|---|
| Director, HR | X | OCC | Phase 1 – arrangements in place from 1 st April 2022. |
| Director, Communications, Strategy & Insight | X | | Phase 2 – review of Strategy, Strategic Marketing, Communications & Engagement and Insight & Corporate Programme teams required. |
| Director, Digital & IT | X | | Phase 3 – review of IT services teams required. |
| Director, Customer Experience & Customer Services | X | | Phase 3 – review of Customer Services and Quality and Performance teams required. |
| Assistant Director Wellbeing | | CDC | Phase 1 – arrangements in place from 1 st April 2022. |
| Assistant Director Finance | | CDC | Phase 1 – arrangements in place from 7 th February 2022 |
| Assistant Director Finance | | OCC | Phase 1 – Confirmed |
| Assistant Director, Revenues & Benefits | | CDC | Interim appointment for Cherwell DC – 30 th June 2022 |
| Interim Assistant Director, Housing & Social Care Commissioning | | CDC | Phase 1 - decision taken to move Housing to CDC to support the Statutory role for the Housing Authority. |
| Healthy Place Shaping Lead | X | OCC | Phase 1 – arrangements in place from 1 st May 2022. |
| Assistant Director, Planning & Development | | CDC | Phase 1 – arrangements in place from 1 st April 2022. |
| Assistant Director, Growth & Economy | | CDC | Phase 1 – arrangements in place from 1 st April 2022. |
| Assistant Director, Environmental Services | | CDC | Phase 1 – arrangements in place from 1 st April 2022. |
| Head of Legal | X | OCC | Phase 1 – arrangements in place from 1 st May 2022. |
| Head of Procurement & Contract Management | X | | Phase 3 – this role is within the Director of Law & Governance management team. |
| Assistant Director, Property, Investment & Facilities Management | X | | Phase 3 – review of Commercial, Facilities Management, Estates, Assets & Investment and Capital/Major Project teams required. |
| Assistant Director, Regulatory Service & Community Safety | X | | Phase 3 – review of Regulatory Services & Community Safety teams required. |
| Chief Fire Officer | X | | Phase 3 – this is OCC only (no CDC management) and therefore can be decoupled at the appropriate time pending partnership discussion. |

Decoupled

On plan

Further Work

FINANCIAL IMPLICATIONS



**OXFORDSHIRE
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Decoupling: Cherwell District Council and Oxfordshire County Council Financial Implications

| Service | 2021/22 CDC Baseline £m | 2021/22 OCC Baseline £m | 2022/23 CDC Baseline £m | 2022/23 OCC Baseline £m | Partnership Baseline |
|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|-----------------------------------|
| CEDR | 0.283 | 0.257 | | | Staff only |
| Housing Services | 0.066 | 0.013 | | | Staff only |
| Emergency Planning | 0.025 | - | | | Service Level Agreement |
| Regulatory Services | 0.103 | - | | | Staff only |
| Climate Change | 0.064 | - | | | Service Level Agreement |
| Procurement | 0.170 | - | | | Staff only |
| Internal Audit | 0.070 | - | | | Service Level Agreement |
| Counter-Fraud | 0.068 | - | | | Service Level Agreement |
| Legal Services | 0.035 | - | | | Staff only |
| Democratic Services | - | 0.015 | | | Staff only |
| Policy & Performance, Communications | 0.304 | 0.473 | | | Staff only |
| Communications (now included in above line) | | | | | |
| Information Governance | 0.022 | - | | | Service Level Agreement |
| FOI's | - | - | | | |
| HR Training & Health and Safety | 0.011 | 0.109 | | | Staff only |
| IT Services | 0.107 | 0.118 | | | Staff and Service Level Agreement |
| Property Services | 0.053 | 0.031 | | | Staff only |
| Customer Services | - | 0.125 | | | Staff only |
| Continuous Improvement | 0.030 | - | | | Service Level Agreement |
| Public Health | 0.029 | 0.023 | | | Staff only |
| TOTAL | 1.438 | 1.164 | | | |