

TRANSITION PROGRAMME PROGRESS UPDATE

Joint Shared Services and Personnel Committee

Decoupling - Cherwell DC & Oxfordshire CC



**OXFORDSHIRE
COUNTY COUNCIL**



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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

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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

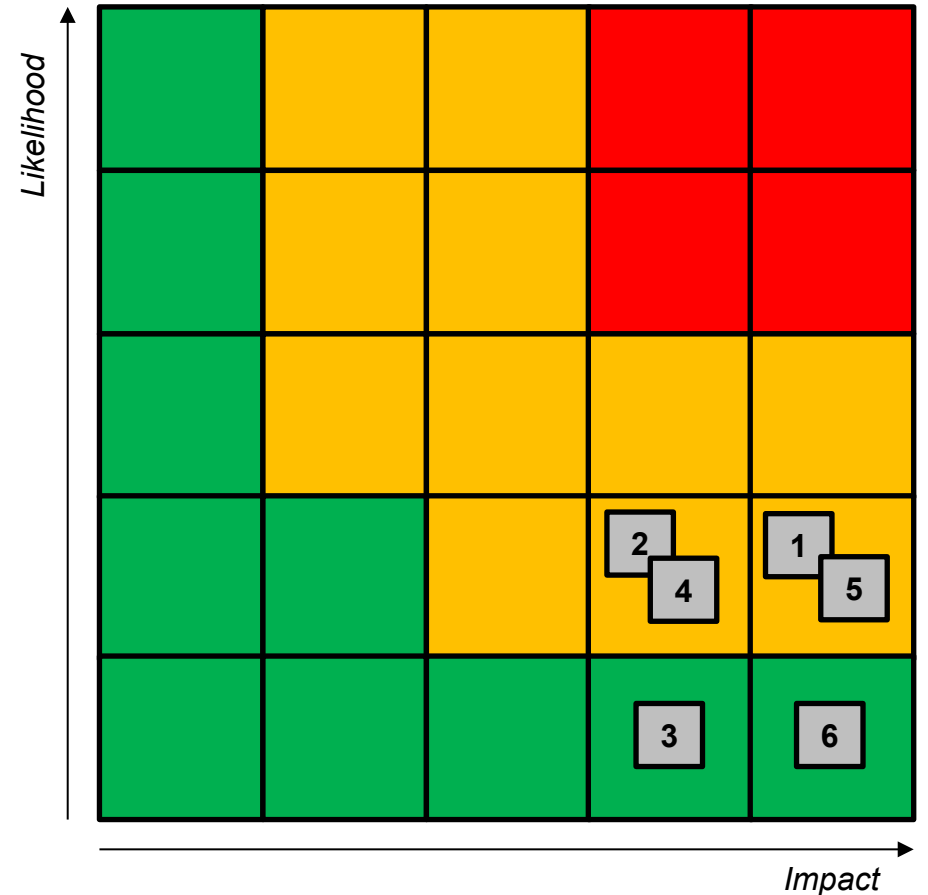
Risk – Joint communications and engagement will be effectively managed and maintained through the Programme

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

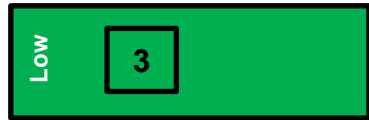
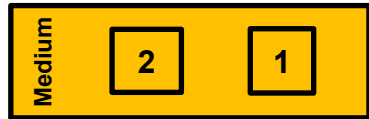
6

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.

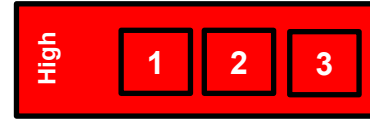


High Level Issues



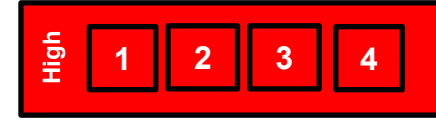
- 1** Establish clear decision-making timeframes for the JOWTG and the decision-making for JSSP.
Mitigation – establish clear timelines and diarise.
- 2** The lack of a Communications and Engagement Plan.
Mitigation – Establish a Communications and Engagement Plan.
- 3** The termination envisaged is 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	Recommendation approved by JSS&P Committee – 23 rd May 2022.
Democratic Services	Shahin Ismail/Anita Bradley	CDC separation to support service.		12 May	Recommendation approved by JSS&P Committee – 23 rd May 2022.
Information Governance	Shahin Ismail/Anita Bradley	CDC separation to support statutory role.		12 May	Recommendation approved by JSS&P Committee – 23 rd May 2022.
FOI's	Shahin Ismail/Anita Bradley	CDC separation to support local priorities.		12 May	Recommendation approved by JSS&P Committee – 23 rd May 2022.
Performance and Insight	Nathan Elvery/Susannah Wintersgill	CDC separation to support local priorities.		12 May	Recommendation approved by JSS&P Committee – 23 rd May 2022.
Corporate Programmes	Nathan Elvery/Susannah Wintersgill	CDC separation to support local priorities.		12 May	Recommendation approved by JSS&P Committee – 23 rd May 2022.
Strategic Marketing	Nathan Elvery/Susannah Wintersgill	Ongoing partnership opportunity		12 May	Recommendation approved by JSS&P Committee – 23 rd May 2022.
Communications	Nathan Elvery/Susannah Wintersgill	CDC separation to support local priorities.		12 May	Recommendation approved by JSS&P Committee – 23 rd May 2022.
Consultation and Engagement	Nathan Elvery/Susannah Wintersgill	CDC separation to support local priorities.		12 May	Recommendation approved by JSS&P Committee – 23 rd May 2022.

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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	To be recommended to the JSS&P Committee – 4 th July 2022
Regulatory Services & Community Safety	Nathan Elvery/Steve Jordan	Ongoing Partnership Opportunity	Ongoing Partnership Opportunity	20 June	To be recommended to the JSS&P Committee – 4 th July 2022
Digital & IT Services	Nathan Elvery/Tim Spiers	Ongoing Partnership Opportunity	Ongoing Partnership Opportunity?	20 June	To be recommended to the JSS&P Committee – 4 th July 2022
Procurement & Contracts	Shahin Ismail/Anita Bradley	Ongoing Partnership Opportunity	Ongoing Partnership Opportunity	20 June	To be recommended to the JSS&P Committee – 4 th July 2022
Customer Services, Continuous Improvement and Land Charges	Nathan Elvery/Mark Haynes	CDC separation to support service	Ongoing Partnership Opportunity	20 June	To be recommended to the JSS&P Committee – 4 th July 2022
Property, Investment and Facilities Management	Nathan Elvery/Steve Jordan	CDC separation to support service	Ongoing Partnership Opportunity?	20 June	To be recommended to the JSS&P Committee – 4 th July 2022

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BASELINE STAFFING STRUCTURE

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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	OCC	Phase 3 – as per recommendations to JSS&P Committee 4 th July 2022
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	OCC	Phase 2 – arrangements in place from 1 st June 2022.

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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	OCC	Phase 2 – arrangements in place from 1 st July 2022
Director, Digital & IT	X	OCC	Phase 3 – as per recommendations to JSS&P Committee 4 th July 2022
Director, Customer Experience & Customer Services	X	OCC	Phase 3 – as per recommendations to JSS&P Committee 4 th July 2022
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	OCC	Phase 3 – as per recommendations to JSS&P Committee 4 th July 2022
Assistant Director, Property, Investment & Facilities Management	X	OCC	Phase 3 – as per recommendations to JSS&P Committee 4 th July 2022
Assistant Director, Regulatory Service & Community Safety	X	OCC/CDC	Phase 3 – as per recommendations to JSS&P Committee 4 th July 2022
Chief Fire Officer	X	OCC	Phase 3 – as per recommendations to JSS&P Committee 4 th July 2022

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Further Work

FINANCIAL IMPLICATIONS



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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	0.019	0.031	Staff only
Housing Services	0.066	0.013	0.018	-	Staff only
Emergency Planning	0.025	-	0.025	-	Service Level Agreement
Regulatory Services	0.103	-	0.121	-	Staff only
Climate Change	0.064	-	0.004	-	Service Level Agreement
Procurement	0.170	-	0.071	-	Staff only
Internal Audit	0.070	-	0.063	-	Service Level Agreement
Counter-Fraud	0.068	-	0.068	-	Service Level Agreement
Legal Services	0.035	-	0.003	-	Staff only
Democratic Services	-	0.015	-	-	Contribution (one-off)
Policy & Performance, Communications	0.304	0.473	0.054	0.084	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	0.001	-	Staff only
IT Services	0.107	0.118	0.036	0.047	Staff and Service Level Agreement
Property Services	0.053	0.031	0.039	-	Staff only
Customer Services	-	0.125	0.004	0.031	Staff only
Continuous Improvement	0.030	-	0.020	-	Service Level Agreement
Public Health	0.029	0.023	0.003	-	Staff only
TOTAL	1.438	1.164	0.549	0.193	