



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY 6TH JANUARY 2010, AT 6.00 P.M.

THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

SUPPLEMENTARY DOCUMENTATION

The attached papers are consultation responses to the report on the WETT Programme and are to be considered as part of the Agenda previously distributed relating to the above mentioned meeting.

9. Worcestershire Enhanced Two Tier (WETT) Programme - Business Case for Regulatory, Audit and Property Services (Pages 1 - 30)

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6th January 2010

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Worcestershire Enhanced Two Tier (WETT) Programme

Response to the issues arising from the staff consultation

Introduction

This report summarises and provides responses to the key points arising from the staff consultation exercise relating to the Business Cases for Regulatory, Internal Audit and Property Services.

Background

Following the presentation of the Business Cases to Members on November 5th, the staff consultation exercise started on November 10th with presentations to staff on November 10th and 11th at Worcester Rugby Club. At that stage, it was planned for the staff consultation on the three Business Cases to end on December 7th. However, in response to requests from unions and individual members of staff, the consultation period was extended until December 21st.

During the intervening period many different consultation events have taken place. Local consultation events have been held for all staff within the affected services, at each authority involved. Union representatives and individual members of staff have had the opportunity to discuss the Business Cases with local Managers, members of the Project Teams, HR representatives and members of the WETT Programme Team. This approach goes beyond the legal obligations on individual councils to consult with staff on such matters.

Throughout the process, a large number of submissions have been received. The purpose of this report is to summarise those submissions for the benefit of Members. All of those submissions will be made available to Members prior to their formal Cabinet or Council meetings.

The nature of the submissions falls into the following categories:

- Unions: a number of submissions were received from Unison and GMB, on behalf of their members. Some relate to individual services, some to individual authorities and others to the overall WETT Programme
- Individual members of staff
- Teams: both small and large, within individual authorities
- Professional Groups: a number of groups of staff from within the various elements of Environmental Health (eg: Food Safety, Health and Safety Liaison, Pollution Liaison, Contaminated Land) have formulated submissions themselves.

The next three sections of this report contain summaries of the issues raised in the various submissions, along with the observations and responses of the Project Teams, as appropriate. The final three sections of this document are rather large matrices. These contain the key points from each submission, and they are included as a means of indicating the number of submissions received and the range of views expressed. As mentioned above, the full set of submissions is being made available to all Members of the seven councils.

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Overview of consultation responses to Regulatory Shared Service business case

Introduction

The business case for a Regulatory Shared Service was made available to staff and unions for consultation and comment on 10th/ 11th November 2009. By the extended closing date of 21st December 2009 a total of 26 responses had been received from unions, professional staff groups and individuals.

All responses have been analysed to identify issues of concern. These issues have been grouped together into related themes and are set out in detail in the accompanying matrix showing the issues of concern to the various respondents. The detailed individual responses have also been made available for inspection in the Members Room.

This paper provides a high level overview of the themes of concern to consultation respondents along with observations from the Regulatory Services Project Team which are shown in italics.

Staff / union consultation process and timescale

There is widespread concern over delays in making the business case available for consultation and the length of the consultation period. Some respondents favoured more time being spent further developing the business case with consultees to reduce the risks identified with the proposals and felt there was a reluctance to engage with staff and unions early on or to provide timely enough responses to questions raised at the outset of the consultation process.

There are concerns about the impact of these changes in Councils with other major change programmes, especially the County Council's BOLD (Better Outcomes through Lean Delivery) programme and the Redditch / Bromsgrove single management team restructure. Some respondents raised wider implications for the future shape of their Council following implementation of this and related proposals. There were concerns about whether the decision being sought was one of principle or specifically in relation to Option 3 and the fact that scrutiny and decision making was taking place during the consultation period.

Project Team observations: It is acknowledged the detailed business case took longer to be made available than originally planned. This was due to the need to undertake additional work to ensure robustness and acceptability to all Councils. The period for consultation was extended by 2 weeks at the request of unions and staff. This now exceeds the statutory requirements. Whilst recognising the benefits longer engagement may bring there is an urgent need to be prepared for forthcoming reductions in public sector funding. Effective implementation using structured project management will avoid any potential impacts of other major change programmes and will include active engagement of staff and stakeholders. Furthermore, the significant risks that have been identified will be properly managed during the implementation process. Redditch and Bromsgrove Councils believe that there are synergies from aligning their change programme with the WETT Programme. The wider membership of the Project Team enabled the Business Case to be challenged at all stages, particularly Option 3.

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However, after taking all of the issues into account, the WETT Programme Board was unanimously in favour of the proposal, as were the Leaders and Chief Executives.

Business model, structure and capacity

Many respondents were concerned at the lack of detail about the proposed structure arguing that it made it difficult to comment meaningfully on whether the proposed service would work or deliver the identified benefits. The majority of respondents expressed concern that the proposed 120 staff is insufficient to undertake the range of services to acceptable standards, especially when staffing ratios are compared to other councils. Staffing levels are seen by most respondents to be driven by financial considerations rather than from a detailed analysis of workload. Many dismiss the scope for closer joint working between Environmental Health and Trading Standards staff.

Widespread concerns are raised about the reduction in management, especially in relation to those managers undertaking operational work and that professional disciplines will not be properly reflected in the proposed hierarchy.

There is common concern that the proposed capacity is insufficient to provide the claimed resilience and that the service will fail during peak demand. The business case is seen by some as unproven and lacking enough information on implementation, with specific concern about adequacy of HR capacity to support the change process.

There was some feeling that the Laboratory Service should be included within the shared service.

Project Team observations: The proposed structure is indicative, reflecting that the process of transformation and the incoming senior management team will finalise the detailed organisational structure. It is acknowledged that future affordability was a major consideration in developing the proposals however the Project Team considers the proposed capacity is sufficient with the investment in transformational change which will also enable a leaner management structure. Comparisons quoted with other Councils are based on current levels and do not take account of transformational opportunities or changes that future funding pressures will necessitate of them. It should be noted that the Detailed Business Case proposes a phased reduction to the indicative 120 FTE figure over a two year period. There are many examples of closer joint working between Trading Standards and Environmental Health professionals being successfully achieved throughout the country in unitary councils, eg: Herefordshire and Wiltshire Councils. Additional resources for the host in the business case will provide for HR support to the shared service. The Group welcomed the comments in relation to the inclusion of the Laboratory Service within the scope of the project. However, this would be considered following the implementation of the services within the current Business Case.

Impact on service delivery and performance

There is broad concern that different service levels across partner councils will lead to inconsistent service delivery and future planning. Many describe this as likely to lead to a “post-code lottery”. Many respondents express concern about the scope of services to

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be included and whether the detail of this has been adequately addressed to avoid risk of work going undone or incurring additional costs.

Many respondents are concerned about delivering the proposed transformational change which is widely seen as going beyond simply a shared service and increasing risks both financially and to public health. Examples of proposals elsewhere in the country that have faltered, in particular Lincolnshire, are cited as indicative of what may happen in Worcestershire. Concerns are also raised about whether learning from other Worcestershire shared services has been incorporated in developing the business case.

Many raise questions and concerns about proposed levels of service and exactly what improvements will be delivered and how. This lack of definition of service standards is seen by some as likely to lead to reduced performance. Many express concern about the consequences of the loss of local knowledge both for service recipients and managers. Some concern was expressed regarding the lack of reference to LAA objectives; and also the need to learn lessons from the Revenues and Benefits Shared Service.

Project Team observations: The Business Case recognises the need to locally tailor the proposed core services to meet the needs of each council. It is intended that individual partner performance against National Indicators will be maintained as a minimum. Performance will be monitored by the Joint Committee. There are risks to performance from these proposals which we consider are addressed in the business case. The proposals in this business case are not comparable to other models and the difficulties encountered elsewhere have been researched, are understood and no additional risks have been identified for the Worcestershire model. With regard to the post code lottery – this is the situation we currently have: this proposal opens up opportunities to standardise services across the county where this is desirable – and with Member agreement. With regard to the LAA, any changes in delivery arrangements should not impact upon the overall delivery of the service. Lessons from the Revenues and Benefits Shared Service have been taken into account, and will continue to feed into future phases of the project. (NB: It is delivering annual savings of over £1,000,000 for the South Worcestershire authorities, so the lessons are invaluable.)

Finance, savings and investment

Many respondents consider there is a lack of detail to demonstrate the proposals are financially beneficial and that not all services or costs are included. There is concern that this may lead to additional costs for services compared to current arrangements. Many express concern that the business case is financially driven and the accuracy of data upon which the financial model is built is questioned.

Many respondents recognise the inevitable need to deliver efficiency savings and transformational change including shared services and question the extent to which alternative ways in which this might be achieved have been considered though no respondent directly offers any alternative proposition. Some concerns are raised about the impact of the proposals on Council income from licensing and of the proposed procurement savings adversely impacting some local businesses.

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Project Team observations: The financial model is based on current information from each council, and is considered fit for purpose having been thoroughly challenged by the County Treasurers group acting independently. The Chief Executives and Leaders are clear that the need to meet future reduction in public service funding is an unavoidable imperative and no credible alternative proposals are available at this time. Each council will continue to determine its own licensing charges and will retain the income. The impact of procurement decisions on local businesses is not considered to be significant because of the nature of this expenditure.

ICT and technology

Many respondents expressed concern about the ICT proposals within the business case, in particular the adequacy of analysis, the potential for cost escalation and the practicability, reliability and security of future systems. Many felt the proposed ICT system should be implemented before the shared service organisation and some expressed concern about the impact of a South Worcestershire ICT shared service being set up in parallel with these proposals.

Project Team observations: The ICT proposals are based on well established and proven systems and technologies and do not represent an untested application. Costs have been established in conjunction with external consultants and are considered adequate and include implementation costs. Additional resources are allowed for the ongoing IT support by the host and the joining of council IT functions across the County will provide additional resilience to support projects such as this. The need to meet future reductions in public spending does not allow the extended implementation suggested. Separating the ICT investment from the overall transformational package would not allow the return on investment to be achieved within the timescales agreed by the Chief Executives and Leaders.

Worcestershire Hub

Most respondents consider the business case places an over reliance on the Worcestershire Hub which is regarded as being unable to cope in other areas of demand. Concerns are raised about the proposed level of additional Customer Service Adviser capacity and the extent to which the Hub will be able to deliver services in place of professional staff or cope in the event of a major incident, increasing risks to public health.

Project Team observations: Hub managers have been closely involved in the development of the business case. The proposed role of the Hub is both necessary and deliverable within the additional capacity identified. The Hub is a key component of service transformation which will ensure professional staff can be freed up to add real value from their skills and expertise. The wider range of access channels, the extended opening hours and the improvements in the use of technology to enable scripting and workflow, all provide the ability to enhance the service to the customer. Furthermore, significant additional resources have been made available by the County Council for the Hub in order to address previous capacity issues.

Overview of consultation responses to Regulatory Shared Service business case

Impact on staff terms, conditions and career prospects

There are broad concerns about the adequacy of safeguards for employees facing relocation, reductions in pay or redundancy and the honouring of existing pay and grading mechanisms. A particular concern is the intent to secure alternative employment across partner councils including vacancy freezes, redeployment and alternative work.

There is a widespread feeling that the proposed structure and ways of working will stifle career progression and that uncertainty around the shared service proposals will lead to staff seeking alternative employment.

Project Team observations: It is proposed to create the new service following transfer of staff in accordance with regulations that provide a statutory framework of protection and with ongoing consultation with staff and unions. We recognise the need to reach an early agreement on many of the issues identified and will work to achieve this. Given future pressures on public sector finances we consider the proposals provide a positive framework for career development and future employment.

Hosting proposals

A number of respondents express concern that the decision on hosting has been based on politics rather than rational argument raising questions over the proposed hosts ability to perform adequately. Some concern is also expressed that Councils paying higher salary levels have been avoided as host.

Project Team observations: Suitability of the hosting arrangements have been tested by external consultants who confirm the proposed host. Additional resources are included within the proposed shared service funding to meet the additional costs to the host of supporting the Shared Service. Each post will be subject to Job Evaluation, and not based simply on existing pay grades.

Governance

UNISON has sought a long-term commitment to keeping regulatory services in-house as a public sector shared service. Many respondents are concerned at the lack of detail of arrangements beyond the proposed Joint Committee and over reduction in influence and decision making by locally elected Members. There is concern that this “democratic deficit” will lead to a lack of engagement with tax payers.

Specific concerns are raised about licensing functions and how committee structures will relate to the proposed shared service. Many respondents are concerned at the lack of detail on scrutiny, monitoring and joint trade union negotiation.

Professional respondents expressed concerns over external scrutiny from central government agencies and possible difficulties in providing statutory returns.

Project Team observations: This proposal is a long term public sector. Detailed arrangements for representation on the Joint Committee will need to be agreed as part

Overview of consultation responses to Regulatory Shared Service business case

of concluding the legal agreement which coupled with detailed service specifications for each Council will ensure opportunities for input from elected Members. Furthermore, each Council will retain their licensing committees and sub-committees for relevant local decision making. The South Worcestershire Revenues and Benefits Shared Service provides a good model for joint scrutiny and external liaison. Existing Scrutiny functions at each authority will continue to exist and can call in issues if they so wish.

Equalities

Many respondents were concerned there was no evidence of equalities impact assessment of the proposals.

Project Team observations: Equality impact assessments are for each council to carry out and report on in accordance with their own policies / arrangements. It is recognised that full equality impact assessments will need to be carried out following further consultation with stakeholders in order to minimise any adverse impacts of the proposals. The impact of the proposals on staff following this first consultation can now be carried out and for some councils this has already taken place and the results made available.

Stakeholder consultation

Most respondents were concerned at inadequate consultation with stakeholders including service recipients, expert and professional bodies and the public. Some considered the public needed to be informed that introduction of a shared service in the form proposed will mean a reduction in services and standards.

Project Team observations: Initial engagement has been undertaken with a number of stakeholders which has been largely supportive of the proposals. The need for further consultation is set out in the business case (See Transformation section page 10).

Conclusion

There has been a wide ranging and detailed response to the consultation process that has raised many issues, with a good deal of common concerns. Many of the issues and concerns raised are understandable given the nature of the proposals and the impact they will have on individual employees. It was with this in mind that a commitment was given to staff and unions that the outcome of the consultation would be made fully available prior to decision making by the councils. The issues and concerns raised will be fully addressed in implementing the proposals should all partners commit to the Regulatory Shared Service.

WETT Regulatory Services Project Team

4th January 2010

Overview of consultation responses to Internal Audit Shared Service business case

Introduction

The business case for an Internal Audit Shared Service was made available to staff and unions for consultation and comment on 10th/ 11th November 2009. By the extended closing date of 21st December 2009 a total of 7 responses had been received from unions and individuals.

All responses have been analysed to identify issues of concern. These issues have been grouped together into related themes and are set out in detail in the accompanying matrix showing the issues of concern to the various respondents. The detailed individual responses have also been made available for inspection by Members at each of the councils.

This paper provides a high level overview of the themes of concern to consultation respondents along with observations from the Internal Audit Project Team, which are shown in italics. To avoid duplication, staff responses and Project Team observations regarding the consultation process and timescale are the same as for Regulatory Services and so have not been repeated here.

Staff / union consultation process and timescale

As for Regulatory Services. In addition, some comments were made about the unclear wording and inconsistencies in the Business Case.

Project Team observations: Given the nature of the task, and the number of individuals involved in producing the different elements of the Business Case, some inconsistency / lack of clarity is perhaps inevitable.

Business model, structure and capacity

Specific concerns were expressed about the structure – not very flat – and that Internal Audit Services have suffered from cuts in recent years, are already operating at minimum staffing levels and therefore that the savings are unachievable.

Project Team observations: The structure is indicative but is designed to allow for different levels of expertise / experience, and reflects the current range of job levels across the partners. The Project Team is confident that the savings are achievable and that adequate audit coverage will continue.

Impact on service delivery and performance

Concerns were raised about proposals to reduce the number of Audit days required by each authority, and yet deliver the same level of Audit assurance; in addition, how would the “optional” areas be covered from year two. There was also a concern expressed about achieving and delivering transformational change, which is beyond merely a shared service.

Overview of consultation responses to Internal Audit Shared Service business case

Project Team observations: Reductions in the number of Audit days delivered will be subject to local requirements, but achieved by a combination of improved efficiency from economies of scale, as well as the adoption of best practice. It is anticipated that councils will continue to receive (if they so choose) those services described as optional in the business case which they receive in year one. Transformational change will also arise from new approaches such as the proposed Audit Management System and “hot-desking”.

Finance, savings and investment

Most respondents were concerned about the financial assumptions built into the Business Case, including issues such as support costs, the reliability of income from external sources, and the “profit” element for Worcester City as host of the service. A specific concern was raised about the degree of certainty of the 100 days purchased from Wyre Forest, and the impact on the finances if this is not taken up.

Project Team observations: The financial model is considered robust and fit for purpose having been thoroughly challenged by the County Treasurers group. All participating authorities will benefit financially from this proposal over the period projected in the Business Case. If Wyre Forest decided not to proceed with the full 100 days, the service management would seek to replace that income through work for another external client.

ICT and technology

Concerns were expressed that the ICT networks of all participating authorities would not be linked in time for the implementation of this shared service. Questions have also been raised about how the ICT equipment would work in practice. Also, a concern about what happens if the investment funding from RIEP isn't forthcoming.

Project Team observations: The seven ICT Managers have agreed to link the various networks in the timescales required or all of the proposed WETT shared services. This will enable the flexible deployment of staff, as required. The implementation for the proposed Audit Management System will be carried out in accordance with recognised project management best practice. The application for RIEP funding is proceeding very positively, so there is a high degree of confidence in it being forthcoming. In the unlikely event that it is not forthcoming, the individual authorities would seek to share the investment costs between them.

Worcestershire Hub

Not applicable for Internal Audit Services.

Impact on staff terms, conditions and career prospects

Overview of consultation responses to Internal Audit Shared Service business case

As for Regulatory Services, there are broad concerns about the adequacy of safeguards for employees facing relocation, reductions in pay or redundancy and the honouring of existing pay and grading mechanisms. Specific concerns have been expressed about changes such as “hot-desking” and additional travel time arising from relocation / flexible working arrangements.

Project Team observations: It is proposed to transfer staff in accordance with TUPE and there will be ongoing consultation with staff and unions. We recognise the need to reach an early agreement on many of the issues identified and will work to achieve this. We are confident that the experiences of staff in other services, where “hotdesking” and more flexible working is standard practice, will be a reassurance to staff.

Hosting proposals

Some concern expressed regarding the practicalities of a physical move to buildings already overstuffed, with poor parking provision.

Project Team observations: For the proposed shared Internal Audit service, it is anticipated that the same level of accommodation will be required and made available as now. So, there will be no additional strain on accommodation or parking arrangements at any one location.

Governance

In addition to the general concerns as for Regulatory Services, most respondents expressed concern about proposal for a Service Level Agreement (SLA), rather than a Joint Committee form of governance for Internal Audit.

Project Team observations: SLAs are a tried and tested method of delivering Internal Audit Services. Worcester City – the proposed host – already provides such services to its existing customers, including Malvern Hills District Council. A Joint Committee is considered unnecessarily bureaucratic for Internal Audit, particularly when there are already audit committees, or equivalent, at each council. A management board comprising the service management, together with the Section 151 officers from each council, is expected to oversee the arrangements.

Equalities

Many respondents were concerned there was no evidence of equalities impact assessment of the proposals.

Project Team observations: Equality impact assessments are for each council to carry out and report on in accordance with their own policies / arrangements. It is recognised that full equality impact assessments will need to be carried out following further consultation with stakeholders in order to minimise any adverse impacts of the proposals. The impact of the proposals on staff following this first consultation can now

Overview of consultation responses to Internal Audit Shared Service business case

be carried out and for some councils this has already taken place and the results made available.

Stakeholder consultation

No issues were raised with regard to Internal Audit Services.

Conclusion

There has been a wide ranging and detailed response to the consultation process that has raised many issues, with a good deal of common concerns. Many of the issues and concerns raised are understandable given the nature of the proposals and the impact they will have on individual employees. It was with this in mind that a commitment was given to staff and unions that the outcome of the consultation would be made fully available prior to decision making by the councils. The issues and concerns raised will be fully addressed in implementing the proposals should all partners commit to the Internal Audit Shared Service.

WETT Internal Audit Project Team

4th January 2009

Overview of consultation responses to Property Shared Service business case

Introduction

The business case for a Property Shared Service was made available to staff and unions for consultation and comment on 10th/ 11th November 2009. By the extended closing date of 21st December 2009 a total of 6 responses had been received from unions and individuals.

All responses have been analysed to identify issues of concern. These issues have been grouped together into related themes and are set out in detail in the accompanying matrix showing the issues of concern to the various respondents. The detailed individual responses have also been made available for inspection by Members at each of the councils.

This paper provides a high level overview of the themes of concern to consultation respondents along with observations from the WETT Property Services Project Team which are shown in italics. To avoid duplication, staff responses and Project Team observations regarding the consultation process and timescales are the same as for Regulatory Services and so have not been repeated here.

Staff/ union consultation process and timescale

As for Regulatory Services. In addition, some comments were made about unclear wording and inconsistencies in the Business Case.

Project Team observations: Given the nature of the task, and the number of individuals involved in producing the different elements of the Business Case, some inconsistency / lack of clarity is perhaps inevitable.

Business model, structure and capacity

Concerns were expressed about the TUPE process, and particularly the implementation timescale, given the present commitments regarding the number of initiatives that the County's Property Services are undertaking.

Project Team observations: Assuming the decision is taken to proceed with a shared Property service, a consultation exercise will be conducted specifically to deal with TUPE issues – a statutory requirement in such circumstances. One of the challenges of all change programmes is to prioritise the work to enable a number of workstreams to proceed in parallel. The transition to a shared Property service will be no different.

Impact on service delivery and performance

There are concerns about claims that a shared service will be better placed to meet local service needs, and that it might be too remote and less responsive to the needs of service users and members. A number of respondents expressed concern about the general lack of detail regarding structures, and the lack of clarity that the staffing levels would be adequate to deliver the required service levels. Differences between District and County property portfolios were also highlighted as an issue.

Overview of consultation responses to Property Shared Service business case

Project Team observations: The key benefit of a shared Property service is the increased flexibility of staff and resources that it offers. This provides the opportunity to allocate resources where they are needed, when they are needed, and enables timely responses to service users and members' requirements. It is this flexibility that enables economies of scale to deliver the savings whilst protecting service levels. The differences in portfolios are to do with scale and in some cases the nature of the portfolio as stated in the business case. The skills of the Property personnel however are readily transferrable across the combined portfolios.

Finance, savings and investment

Some respondents express concern over the accuracy of data upon which the financial model is built, given the different accounting structures of the participating authorities. The combination of delivering fixed savings and implementation being different in practice than theory is felt to be a high risk. The hidden costs of change are also felt to be an issue, particularly training / skills transfer.

Project Team observations: The financial model is considered robust and fit for purpose having been produced by Finance Managers and scrutinised by Treasurers from the participating councils. It is planned that the process of change during the implementation phase be gradual, and will take into account the need to develop and train staff as required.

ICT and technology

Concern was expressed regarding the capacity of the shared service to cope with the implementation of the new iProp system, during the TUPE process. The potential impact on management time was highlighted.

Project Team observations: The project to implement the County's iProp system is well established and progressing as planned. Officers will attend both iProp and WETT implementation project groups to ensure continuity. As referred to above, one of the challenges of all change programmes is to prioritise the work to enable a number of work streams to proceed in parallel. The transition to a shared Property service will be no different.

Worcestershire Hub

Not applicable for Property Services.

Impact on staff terms, conditions and career prospects

As for Regulatory Services, there are broad concerns about the adequacy of safeguards for employees facing relocation, reductions in pay or redundancy and the honouring of existing pay and grading mechanisms. Specific concerns have been expressed about changes such as "hot-desking" and additional travel time arising from relocation / flexible working arrangements. Some concerns were expressed regarding the proposed

Overview of consultation responses to Property Shared Service business case

reduction in the numbers of agency staff, and a potential consequential reduction in skills and capacity; and the possible impact on future training and development of staff.

Project Team observations: It is proposed to transfer staff in accordance with TUPE and with ongoing consultation with staff and unions. We recognise the need to reach an early agreement on many of the issues identified and will work to achieve this. We are confident that the experiences of staff in other services, where “hot-desking” and more flexible working is standard practice, will be a reassurance to staff. The references to a possible reduction in agency staff is a general point in the Business Case which demonstrates the intention to protect permanent staff. Ongoing training and development of staff will be crucial to the flexibility of resources on which the future success of the service will depend.

Hosting proposals

Concern was expressed that the host (in this case the County Council) would not have sufficient capacity to house all of the additional staff.

Project Team observations: The County’s use of accommodation is based on flexibility. It is not anticipated that this will cause any problems.

Governance

In addition to the general concerns as for Regulatory Services, most respondents expressed concern about proposal for a Service Level Agreement (SLA), rather than a joint Committee form of governance for Property Services.

Project Team observations: SLAs are a tried and tested method of delivering Property Services. In this case, the imbalance between the resources of the partners – 70% County; 30% Districts – makes it the most practicable arrangement.

Equalities

Many respondents were concerned there was no evidence of equalities impact assessment of the proposals.

Project Team observations: Equality impact assessments are for each council to carry out and report on in accordance with their own policies / arrangements. It is recognised that full equality impact assessments will need to be carried out following further consultation with stakeholders in order to minimise any adverse impacts of the proposals. The impact of the proposals on staff following this first consultation can now be carried out and for some councils this has already taken place and the results made available.

Stakeholder consultation

No issues were raised with regard to Property Services.

Overview of consultation responses to Property Shared Service business case

Conclusion

There has been a wide ranging and detailed response to the consultation process that has raised many issues, with a good deal of common concerns. Many of the issues and concerns raised are understandable given the nature of the proposals and the impact they will have on individual employees. It was with this in mind that a commitment was given to staff and unions that the outcome of the consultation would be made fully available prior to decision making by the councils. The issues and concerns raised will be fully addressed in implementing the proposals should all partners commit to the Regulatory Shared Service.

WETT Property Services Project Team

4th January 2010

Issue	Staff/union consultation process and timescale	Comms/Union	UNISON - County Trading Standards (A.Gregson letter 15th December 2009)	UNISON - Worcester City Branch (21 December 2009 & initial response 3 December 2009)	UNISON - Redditch Branch (Ron Colbrook)	UNISON - Wychavon branch (Mark Cox)	Wye Forest Joint Staff and Unions Response	GMB - Worcester City branch	County Licensing Officers Group	Chartered Institute of Environmental Health - Worcestershire Branch	Countywide Food Safety and Health and Safety Liaison Groups	Herefordshire and Worcestershire Contaminated Land Officers Group	Herefordshire and Worcestershire Pollution Liaison Group	Wychavon DC Contaminated Land and Dog Warden Service	Worcestershire Trading Standards Team	
	Delay in providing Business Cases for comment	Delay in providing Business Cases for comment		Too short an implementation period to allow for consultation on the proposed regulatory changes	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response							
	Insufficient time for consultation on business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Council have made their decision.		It is surely worth spending some extra time to allow for fine tuning of business cases following proper consultation with unions, staff, elected members and stakeholders to reduce risk of failure or unexpected costs	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response							
	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management			Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response							
	Implications of heavy cuts from both local change programmes (County BOLD programme, Redditch Bromsgrove merger) and WETT programme	Trading Standards staff concerned about implications of heavy cuts from both County BOLD programme and WETT programme		Delay in dealing with questions from unions and staff with the bulk of responses received on 18th December when response being finalised	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response							
	Clearly moving towards being an enabling Council (Worcester City) - is this what we want to be? Or what would this mean in practice?	Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?		Scrutiny meetings and local briefings being held during the consultation period reinforcing the point that the consultation is an exercise not aimed at producing a robust response.												
Business models, structure and capacity	Lack of detail about structures making it difficult to comment on whether services will work or deliver improvements for local communities	Lack of detail about structures making it difficult to comment on whether services will work or deliver improvements for local communities		Comments reflected in the UNISON co-ordinated response. Structures are clearly defined by predetermined savings above.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services. Proposed structure population than similar LA services.	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services. Proposed structure population than similar LA services.		Comments reflected in the UNISON co-ordinated response. Wye Forest comparative analysis cited as showing proposed structure will have lower staff to service ratios than similar LA services. Proposal at least 135 FTE required.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Financially driven with service resources fitted to savings rather than finance planning resources required for service delivery	Financially driven with service resources fitted to savings rather than finance planning resources required for service delivery		Comments reflected in the UNISON co-ordinated response. Many current managers are in fact team leaders carry out day to day from the work.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Reduction in managerial support and experience amongst staff is a concern	Reduction in managerial support and experience amongst staff is a concern		Comments reflected in the UNISON co-ordinated response. Loss of 25% of the current staff group cannot be sustained without reductions in services to the public or as a result of such huge job cuts	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Professional leads in whatever disciplines are not fully represented at senior management level	Professional leads in whatever disciplines are not fully represented at senior management level		Neither HR capacity nor capability across county to deal with shared services. Many of the delays in dealing with questions that far	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Concern that service will fail during peak demand due to reduced capacity	Concern that service will fail during peak demand due to reduced capacity		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Concern that service will fail during peak demand due to reduced capacity		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Industry Services should be included	Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests					Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Modern Business Case is improved	Modern Business Case is improved					Modern Business Case is improved		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Lack of information on implementation	Lack of information on implementation					Wychavon response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
Impact on service delivery & performance	Different service levels across local areas	Different service levels across local areas		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Little room to increase risk-based working as most councils already operate on this basis	Little room to increase risk-based working as most councils already operate on this basis		Model process major transformational change outside the scope of any previous shared service initiatives which implies increased risks particularly financially, legally and to public health.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Concern of post-code delivery from inconsistent service delivery across local areas	Concern of post-code delivery from inconsistent service delivery across local areas		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Examples quoted from other parts of the County suggest that proposals will fail	Examples quoted from other parts of the County suggest that proposals will fail		Have we taken on board lessons from Lincolnshire - is regulatory Services a suitable candidate for shared?	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	No reference as to why Lincolnshire model failed or lessons to be learned.		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Not complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overlooked	Not complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overlooked		Generic hearings need breaking down into more specific areas. Requirements and which are optional.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	Exactly what levels of improvement against NTS are expected as a result of the new service structure?	Exactly what levels of improvement against NTS are expected as a result of the new service structure?		Usually no information on what 'improvements' are likely to the service.	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		
	No reference to LAA Objectives	No reference to LAA Objectives		No reference to LAA Objectives	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		

Theme	Issue	UNISON - County Trading Standards (A. Gregson letter 15th December 2009)	UNISON - Worcester City Branch (21 December 2009 & Initial response 3 December 2009)	UNISON - Redditch Branch (Ron Colebrook)	UNISON - Wychavon branch (Mark Cox)	Wye Forest Joint Staff and Unions Response	GMB - Worcester City branch	County Licensing Officers Group	Chartered Institute of Environmental Health - Herefordshire and Worcestershire Branch	Countywide Food Safety and Health and Safety Liaison Groups	Herefordshire and Worcestershire Contaminated Land Officers Group	Herefordshire and Worcestershire Pollution Liaison Group	Wychavon DC Contaminated Land and Dog Warden Service	Worcestershire Trading Standards Team
	No reviews seem to have taken place to ensure lessons learned from previous shared services (Risks and opportunities) are more focus on implementation issues.		No reviews seem to have taken place to ensure lessons learned from previous shared services (Risks and opportunities) are more focus on implementation issues.	Comments reflected in the UNISON Worcester City response										
	Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop in service level; fragmentation of knowledge and difficulty in managing, Service standards not identified or will be reduced		Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop in service level.	Comments reflected in the UNISON Worcester City response	Service standards not identified or will be reduced				Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.		Worcester City Contaminated Land must remain in scope but no resources has been allocated		Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.	Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.
Finance, savings and investment	Worcester City Contaminated Land must remain in scope but no resources has been allocated										Worcester City Contaminated Land must remain in scope but no resources has been allocated			
	Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost				Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost									
	Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response								
	Little scope for savings from joined-up working and lack of details about how this will be done		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response								
	Proposed senior management positions are not identified whilst cost savings are demanded elsewhere.													
	Finances are too restrictive and job cuts already decided upon.													
	Inaccurate or misleading data on staffing workloads, performance and potential hidden costs of "additional" services which may already be delivered but will now have to be paid for.		Inaccurate or misleading data on staffing workloads, performance and potential hidden costs of "additional" services which may already be delivered but will now have to be paid for.											
	No consideration of impact on (or alternatives) to learning, especially in relation to learning		No consideration of impact on (or alternatives) to learning, especially in relation to learning											
	Achieving procurement savings will cause local businesses to be out.		Migration of service contracts to WCC will cause local (Redditch) companies to be out											
	Alternative ways of achieving savings should be explored				Alternative ways of achieving savings should be explored									
	Recognition that efficiency savings and transformational change, including Shared Services are inevitable				Not against shared services in principle									Recognition that efficiency savings and transformational change, including Shared Services are inevitable
ICT & technology	Significant costs to the implementation - a huge risk for a well performing council				Significant costs to the implementation - a huge risk for a well performing council									
	Insufficient analysis of ICT and telephony implementation including practicality, reliability, maintenance, together with the ability to support flexible working.		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response								Comments reflected in the UNISON co-ordinated response
	Shared Service being set up at same time. How this will join up and work in practice.		No reference to South Worcester Shared Service being set up at same time. How this will join up and work in practice.											
	ICT system must be in place before Shared Service can be undertaken													ICT system must be in place before Shared Service can be undertaken
	Concerns over the risks and timescales of ICT implementations				Concerns over the risks and timescales of ICT implementations									
Worcestershire Hub	Over reliance on the Hub which has been shown to be unable to cope in other areas of demand		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response. Wye Forest claimed to already use Hub close to its maximum potential.								Comments reflected in the UNISON co-ordinated response
	Allocation of 4 staff within Hub is unclear		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response								
	The majority of this service is delivered in person by people on the Hub - the Hub cannot replicate this.		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response								Comments reflected in the UNISON co-ordinated response
	HUB won't be able to provide an alternative employment across partner councils including vacancy freeze, redeployment, alternative work.													HUB won't be able to provide an alternative employment across partner councils including vacancy freeze, redeployment, alternative work.
	HUB won't be able to provide an alternative employment across partner councils including vacancy freeze, redeployment, alternative work.													HUB won't be able to provide an alternative employment across partner councils including vacancy freeze, redeployment, alternative work.
Impact on staff terms, conditions and career prospects	Adequacy of safeguards for employees in redundancy, reductions in productivity, alternative employment across partner councils including vacancy freeze, redeployment, alternative work.		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response								
	Proposed structure and ways of working staff career progression resulting in difficulty in retaining staff seeking alternative employment		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response								
Hoisting proposals	Decision on hosting based on politics not rational argument with question of how hosts ability to perform adequately		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response								
	District paying higher wages avoided as host.													
Governance	Long term commitment sought to keep Regulatory Services in-house as a public sector shared services project.													
	Lack of detail of future governance arrangements beyond proposal for joint committee with locally elected members to have influence on decision making.		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response								Comments reflected in the UNISON co-ordinated response
	No details of scrutiny or monitoring No details of joint trade union consultation leading to lack of engagement with taxpayers													
	No details of scrutiny or monitoring No details of joint trade union consultation leading to lack of engagement with taxpayers													

Theme	Issue	Consultation UNISON co-ordinated (A. Gregson letter 17th December 2009)	UNISON - County Trading Standards (A. Gregson letter 15th December 2009)	UNISON - Worcester City Branch (21 December 2009 & Initial response 3 December 2009)	UNISON - Redditch Branch (Ron Colebrook)	UNISON - Wychavon branch (Mark Cox)	Wye Forest Joint Staff and Unions Response	GMB - Worcester City branch	County Licensing Officers Group	Chartered Institute of Environmental Health - Herefordshire and Worcestershire Branch	Countywide Food Safety and Health and Safety Liaison Groups	Herefordshire and Worcestershire Contaminated Land Officers Group	Herefordshire and Worcestershire Pollution Liaison Group	Wychavon DC Contaminated Land and Dog Warden Service	Worcestershire Trading Standards Team
	Licensing functions raise issues relating to committee structure which do not exist within other areas of regulatory services		Licensing functions raise issues relating to committee structure which do not exist within other areas of regulatory services				Comments reflected in the UNISON Worcester City response and lack of providing original advice		Comments reflected in the Wye Forest Joint Staff and Unions response						
	Concerns over external scrutiny from Food Standards Agency, Health and Safety Executive, etc				Concerns over external scrutiny from Food Standards Agency, Health and Safety Executive, etc		Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response						
	Difficulty in providing accurate info for Statutory returns.								Comments reflected in the UNISON co-ordinated response				Difficulty in providing accurate info for Statutory returns.		
Equalities	No evidence of equality impact assessment	No evidence of equality impact assessment													
Stakeholder consultation	Inadequate consultation with stakeholders including service recipients, expert and professional bodies and public	Inadequate consultation with stakeholders including service recipients, expert and professional bodies and public	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response					
	Public needs to be informed that introduction of a shared service on these grounds, in these conditions, will be a change in services and cuts in standards.	Public needs to be informed that introduction of a shared service on these grounds, in these conditions, will be a change in services and cuts in standards.							Comments reflected in the UNISON co-ordinated response						

Theme	Wychavon Admin Team	Worcester City Council Environmental Health and EH Business Support Staff	Bromsgrove DC Environmental Health Pollution and General Team	Worcestershire Trading Standards Services - Compliance and Investigation Team	Wychavon DC Commercial Services and Licensing Teams	Wychavon's Environmental Services Department - submission to OAS on 1st Dec	Worcestershire Trading Standards Home Authority Service Team	Toni Atkinson, Environmental Health Officer, Wychavon DC	Paul Saunders, Technical Officer, Wychavon DC	Richard Williams, Principal Pollution Control Officer, Wye Forest DC	Peter Maloney, Principal EHO, Wye Forest DC	Dobbe Herbert, Commercial Services Manager, Wychavon DC
Staff / union consultation process and timescale		Comments reflected in the UNISON co-ordinated response										
Insufficient time for consultation on business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their decisions.		Comments reflected in the UNISON co-ordinated response										
It is surely worth spending some extra time to allow for fine tuning of business cases following proper consultation with unions, staff, elected members and stakeholders to reduce risk of failure or unexpected costs												
Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management												
Implications of heavy cuts from both local change programmes (County BOLD programme, Fledlich Bromsgrove merger) and WETT programme	Implications of the Ruddich/Bromsgrove merger											
Delay in dealing with responses from unions and staff with the bulk of responses received on 18th December when response being finalised.												
Clearly moving towards being an enabling Council (Worcester City) - is this what we mean in practice?												
Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?											Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens if Members accept principles but not Option 3?	
Scruffy meetings and local briefings being held during the consultation period reinforcing the point that the consultation is an exercise not aimed at producing a robust response.												
Business model structure and capacity		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response						Comments reflected in the UNISON co-ordinated response
Lack of detail about structures making it difficult to comment on whether services will work or deliver improvements for local communities		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response						Comments reflected in the UNISON co-ordinated response
Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services. Proposed structure does not appear to be fit for the population than similar LA services.		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response						Comments reflected in the UNISON co-ordinated response
Financially driven with service resources fitted to savings rather than fitness reflecting resources required for service delivery		Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response						Comments reflected in the UNISON co-ordinated response
Reduction in managerial support and experience amongst staff is a concern. Many current managers are who carry out day to day front line work.		Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response						Comments reflected in the UNISON co-ordinated response
Loss of 25% of the current staff group cannot be sustained without reductions in services to the public or resilience.		Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response						Comments reflected in the UNISON co-ordinated response
Professionals leads in whatever disciplines are not fully represented at senior management level												
Neither HR capacity nor capability across county to deal with shared services. Many delays in dealing with questions thus far?												
Concern that service will fail during peak demand due to reduced capacity				Concern that service will fail during peak demand due to reduced capacity								
Capacity Services should be in place by the summer												
Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests			Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests									Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests
Wider in Business Case is upoven												
Lack of information on implementation												
Impact on service delivery & performance		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response						Comments reflected in the UNISON co-ordinated response
Different service levels, costs comparison, resources needed to inconsistent service delivery and future planning.												
Little room to increase risk-based working as most councils already operate on this basis												
Delivering transformational change as proposed which is beyond merely a shared service and implies increased risks financially, legally and to public health		Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response						
Concern of post-code lottery from inconsistent service delivery across local areas												Comments reflected in the UNISON co-ordinated response
Examples quoted from other parts of the County suggest that proposals will fail (Lincolnshire)												
List of services currently provided is not complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overlooked.												
Generic readings need treating differently to specific readings. Requirements and which are optional.												
Exactly what levels of improvement against Nt's are expected as a result of the new service structure?												
No reference to OAS Collectives												

Theme	Wychavon Admin Team	Worcester City Council Environmental Health and EH Business Support Staff	Bromsgrove DC Environmental Health Pollution and General Team	Worcestershire Trading Standards Service - Compliance and Investigation Team	Wychavon DC Commercial Services and Licensing Teams	Wychavon's Environmental Services Department - submission to O&S on 1st Dec	Worcestershire Trading Standards - Home Authority Service Team	Toni Ainscough, Environmental Health Officer, Wychavon DC	Paul Saunders, Technical Officer, Wychavon DC	Richard Williams, Principal Pollution Control Officer, Wye Forest DC	Peter Maloney, Principal EHO, Wye Forest DC	Dobbie Herbert, Commercial Services Manager, Wychavon DC
		No reviews seem to have taken place to ensure lessons learned from previous shared services (flats and shared services) are fully focused on implementation issues.										
		Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop in service level, fragmentation of knowledge and difficulty in managing.	Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.	Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.					Comments reflected in the UNISON co-ordinated response			
		Service standards not identified or will be reduced	Service standards not identified or will be reduced	Service standards not identified or will be reduced	Service standards not identified or will be reduced	Service standards not identified or will be reduced		Service standards not identified or will be reduced			Service standards not identified or will be reduced	Service standards not identified or will be reduced
Finance, savings and investment		Worcester City Contaminated Land must remain in scope but no proposals are financially beneficial as not all services or costs are included			Comments reflected in the UNISON co-ordinated response						Comments reflected in the UNISON co-ordinated response	
		Little scope for savings from joined-up working and lack of details about how this will be done			Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response				
		Proposed senior management cuts are based on what cost savings are demanded elsewhere.										
		Finances are too restrictive and job cuts already decided upon.										
		Inaccurate or misleading data on staffing, workload, performance and potential hidden costs of "add-on" services which may already be delivered but will now have to be paid for.										
		No consideration of impact on or for other services, especially in relation to funding										
		Achieving procurement savings will cause local businesses to lose out.										
		Alternative ways of achieving savings should be explored	Alternative ways of achieving savings should be explored	Alternative ways of achieving savings should be explored	Alternative ways of achieving savings should be explored	Alternative ways of achieving savings should be explored		Alternative ways of achieving savings should be explored			Alternative ways of achieving savings should be explored	Alternative ways of achieving savings should be explored
		Recognition that efficiency savings and transformational change, including Shared Services are inevitable	Recognition that efficiency savings and transformational change, including Shared Services are inevitable	Recognition that efficiency savings and transformational change, including Shared Services are inevitable	Recognition that efficiency savings and transformational change, including Shared Services are inevitable	Recognition that efficiency savings and transformational change, including Shared Services are inevitable		Recognition that efficiency savings and transformational change, including Shared Services are inevitable				
		Implementation of a huge risk for a well performing council										
ICT & technology		Insufficient analysis of ICT and telephony implementation including predictability, reliability, maintenance, cost, and the ability to support flexible working.										
		No reference to South Worcs ICT Shared Service being set up at same time. How this will join up and work in practice.										
		ICT system must be in place before Shared Service can be undertaken	ICT system must be in place before Shared Service can be undertaken									
		Concerns over the risks and timescales of ICT implementations										
Worcestershire Hub		Over reliance on the Hub which has been shown to be unable to cope in other areas of demand	Comments reflected in the UNISON co-ordinated response									
		Allocation of 4 staff within Hub is insufficient										
		The majority of this service is delivered in person by professional staff, often working on the frontline - the Hub cannot replicate this with low graded telephony posts.										
		Hub won't be able to provide an effective response to the range of incidents that could increase the risks to public health										
Impact on staff terms, conditions and career prospects		Adequacy of safeguards for staff terms, conditions and career prospects	Comments reflected in the UNISON co-ordinated response									
		No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work.										
		Honouring existing pay and grading mechanisms	Comments reflected in the UNISON co-ordinated response									
		Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff	Comments reflected in the UNISON co-ordinated response									
		Uncertainty leading to staff actively seeking alternative employment	Comments reflected in the UNISON co-ordinated response									
Hosting proposals		Decision on hosting based on politics not rational argument with question of how the Hub has ability to perform adequately										
		District paying higher wages avoided as host.										
Governance		Long term commitment sought to be a public sector shared services project.										
		Lack of detail of future governance arrangements beyond proposal for joint committee with locally elected representatives and across finance and decision making.										
		No details of scrutiny or monitoring										
		No details of joint trade union arrangements										
		Organisational deficit leading to lack of engagement with tax payers										

Theme	Issue	Wychavon Admin Team	Worcester City Council Environmental Health and EH Business Support Staff	Bromsgrove DC Environmental Health Pollution and General Team	Worcestershire Trading Standards Service - Compliance and Investigation Team	Wychavon DC Commercial Services and Licensing Teams	Wychavon's Environmental Services Department - submission to OAS on 1st Dec	Worcestershire Trading Standards Home Authority Service Team	Toni Atiscough, Environmental Health Officer, Wychavon DC	Paul Saunders, Technical Officer, Wychavon DC	Richard Williams, Principal Pollution Control Officer, Wye Forest DC	Peter Maloney, Principal EHO, Wye Forest DC	Debbie Herbert, Commercial Services Manager, Wychavon DC
	Licensing functions raise issues relating to committee structure which do not exist within other areas of regulatory services												
	Concerns over external scrutiny from Food Standards Agency, Health and Safety Executive, etc												
	Difficulty in providing accurate info for Statutory returns.								Difficulty in providing accurate info for Statutory returns.				
	No evidence of equality impact assessment									Comments reflected in the UNISON co-ordinated response			
	Issues with consultation with stakeholders including service recipients, expert and professional bodies and public		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response			Comments reflected in the UNISON co-ordinated response				
	Introduction of a shared service on these grounds. These conditions will be reflected in service and costs in standards.												

Staff consultation summary: Internal Audit business case

Theme	Issue	Consultee	Consultee	Consultee	Consultee	Consultee	Consultee	Consultee	Consultee	Consultee
		UNISON co-ordinated (A. Gregson letter 17th December 2009)	UNISON Redditch branch letter received 21st December	UNISON Worcs City branch letter received 3rd December	GMB response re Internal Audit	Response from Bromsgrove DC Audit Team	WDC Audit comments on Business Case	WDC Senior Auditor		
Staff/ union consultation process and timescale	Delay in providing Business Cases for comment	Delay in providing Business Cases for comment								
	Insufficient time for consultation on business cases	Insufficient time for consultation on business cases	Comments reflected in the UNISON co-ordinated response							
	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management	Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management								
	GMB (Worcester City Council) supports the WETT Programme Business Case for Internal Audit and makes the following comments and recommendations: GMB be invited to be present on all the Job Evaluation Panels for the WETT Programme. Compulsory redundancies be avoided wherever possible. Information on recognised Unions be made available to all staff in scope before their transfer. Pension impacts on staff in scope be made apparent in plain English and affected staff be signposted to external advice services. All support services in Worcester City Council be consulted in good time on the implementation of the shared services to allow them to adapt to the changes faced and reduce work-related stress, particularly in the light of the volume of work the shared service agenda presents to the Council. Emotional support services be in place for all staff involved to reduce	GMB (Worcester City Council) supports the WETT Programme Business Case for Internal Audit and makes the following comments and recommendations: GMB be invited to be present on all the Job Evaluation Panels for the WETT Programme. Compulsory redundancies be avoided wherever possible. Information on recognised Unions be made available to all staff in scope before their transfer. Pension impacts on staff in scope be made apparent in plain English and affected staff be signposted to external advice services. All support services in Worcester City Council be consulted in good time on the implementation of the shared services to allow them to adapt to the changes faced and reduce work-related stress, particularly in the light of the volume of work the shared service agenda presents to the Council. Emotional support services be in place for all staff involved to reduce								
	Request input to accommodation issue going forward					Request input to accommodation issue going forward				
	There were some concerns about unclear wording in the Business Case document leaving it open to different interpretations. Eg: Best practice methodology - badly worded; Vision - not really a vision.						There were some concerns about unclear wording in the Business Case document leaving it open to different interpretations. Eg: Best practice methodology - badly worded; Vision - not really a vision.			
	Inconsistencies in the Business Case were highlighted; e.g. regarding quality of service v savings							Inconsistencies in the Business Case were highlighted; e.g. regarding quality of service v savings		
Structure and capacity	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities								
	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services							Comments reflected in the UNISON co-ordinated response	
	Structure not very flat - 5 levels. How is this cost effective?	Structure not very flat - 5 levels. How is this cost effective?								
	The proposed structure is not very "flat" (5 levels if trainees are counted as a separate level). Why is this the case as it would not appear to be the most cost effective arrangement?	The proposed structure is not very "flat" (5 levels if trainees are counted as a separate level). Why is this the case as it would not appear to be the most cost effective arrangement?							Comments reflected in the UNISON Redditch branch response	

Staff consultation summary: Internal Audit business case

	<p>Audit Sections within the County have cut staff in recent years and are already operating on minimum staffing levels. Therefore it is difficult to see how further savings on staff time can be achieved whilst still giving assurance on the systems of internal control to the Section 151 Officers (in Redditch's case it has not been able to complete its planned programme of Service Unit audits for the last two years because of the number of fraud/ad hoc investigations that have had to be carried out). The provision for contingency works in WIASS plan requires defining.</p>		<p>Audit Sections within the County have cut staff in recent years and are already operating on minimum staffing levels. Therefore it is difficult to see how further savings on staff time can be achieved whilst still giving assurance on the systems of internal control to the Section 151 Officers (in Redditch's case it has not been able to complete its planned programme of Service Unit audits for the last two years because of the number of fraud/ad hoc investigations that have had to be carried out). The provision for contingency works in WIASS plan requires defining.</p>					
<p>Impact on service delivery & performance</p>	<p>Professionals concern about achieving and delivering transformational change as proposed which is beyond merely a shared service</p>	<p>Professionals concern about achieving and delivering transformational change as proposed which is beyond merely a shared service</p>					<p>Comments reflected in the UNISON co-ordinated response</p>	
	<p>We have concerns regarding the fact that it is anticipated that the shared service will generate savings by decreasing the total number of audit days required by each of the participating authorities. We feel that these savings are not achievable and will raise false expectations particularly in the early years of the shared service because of:- (a) staff having to get used to new auditing methods and systems; (b) the changing audit requirements in Redditch and Bromsgrove because of their proposed shared service arrangements for all services; (c) the changing audit requirements within the County because of the WETT programme of shared services. The detailed business case ASSUMES that the same level of audit assurance is provided despite the reduced number of days.</p>		<p>We have concerns regarding the fact that it is anticipated that the shared service will generate savings by decreasing the total number of audit days required by each of the participating authorities. We feel that these savings are not achievable and will raise false expectations particularly in the early years of the shared service because of:- (a) staff having to get used to new auditing methods and systems; (b) the changing audit requirements in Redditch and Bromsgrove because of their proposed shared service arrangements for all services; (c) the changing audit requirements within the County because of the WETT programme of shared services. The detailed business case ASSUMES that the same level of audit assurance is provided despite the reduced number of days.</p>				<p>Comments reflected in the UNISON Redditch branch response</p>	
	<p>Concern is expressed over how the optional areas of work will be dealt with from Year 2 onwards as the Business Case states only these will be "subject of discussions with WIAS"</p>		<p>Concern is expressed over how the optional areas of work will be dealt with from Year 2 onwards as the Business Case states only these will be "subject of discussions with WIAS"</p>					
<p>Finance, savings and investment</p>	<p>Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included</p>	<p>Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included</p>				<p>Assurance of quality - risk of management failure? Is the risk register accurate?</p>	<p>Comments reflected in the UNISON co-ordinated response</p>	
	<p>Little scope for savings from joined-up working and lack of details about how this will be done</p>	<p>Little scope for savings from joined-up working and lack of details about how this will be done</p>					<p>Comments reflected in the UNISON co-ordinated response</p>	
	<p>We have concerns surrounding the fact that Worcester City Council "generates 50% of its internal audit costs from completing work for other Authorities" in view of the contractor/client relationship in place for this work. If this income and therefore work is to be protected under the new arrangements then what will the status of this work be and will it be carried out on a "for profit basis"?</p>		<p>We have concerns surrounding the fact that Worcester City Council "generates 50% of its internal audit costs from completing work for other Authorities" in view of the contractor/client relationship in place for this work. If this income and therefore work is to be protected under the new arrangements then what will the status of this work be and will it be carried out on a "for profit basis"?</p>				<p>Comments reflect UNISON Redditch branchy response</p>	<p>Comments reflected in the UNISON Redditch branchy response</p>

	There is an assumption in the Business Case that Wyre Forest D.C. will continue to purchase 100 days from Worcester City. Is this income guaranteed under a contract between the two authorities? and if the arrangement ceased would it impact on the viability of the shared service arrangement.		There is an assumption in the Business Case that Wyre Forest D.C. will continue to purchase 100 days from Worcester City. Is this income guaranteed under a contract between the two authorities? and if the arrangement ceased would it impact on the viability of the shared service arrangement.		Comments reflect UNISON Redditch branchy response	
	Support costs - how were these calculated for individual councils?				Support costs - how were these calculated for individual councils?	
ICT & technology	The Business Case states it is important to ensure that the various I.T. networks are compatible with each other. We have concerns that this issue will not be fully dealt with within the timescales available if this is not completed by the time the shared service begins it will significantly impact on audit productivity.		The Business Case states it is important to ensure that the various I.T. networks are compatible with each other. We have concerns that this issue will not be fully dealt with within the timescales available if this is not completed by the time the shared service begins it will significantly impact on audit productivity.			
	Concern about what happens if the £49 RIEP funding isn't received				Concern about what happens if the £49 RIEP funding isn't received	
	ICT equipment to support new structure - how will this work in practice?				ICT equipment to support new structure - how will this work in practice?	
	In effect are those authorities with low non-direct costs not subsidising those who are allowed to apply high non-direct costs?					In effect are those authorities with low non-direct costs not subsidising those who are allowed to apply high non-direct costs?
Impact on staff terms, conditions and career prospects	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy. Why have participating authorities not agreed a standard level of benefits / protection / assimilation for services subject to shared / partnership working, especially those being dealt with through the WETT process?		Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy.			Why have participating authorities not agreed a standard level of benefits / protection / assimilation for services subject to shared / partnership working, especially those being dealt with through the WETT process?
	No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work.					
	Honouring existing pay and grading mechanisms		Honouring existing pay and grading mechanisms			
	Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff		Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff		Comments reflected in the UNISON co-ordinated response	
	Uncertainty leading to staff actively seeking alternative employment		Uncertainty leading to staff actively seeking alternative employment			
	How many staff are at risk through this proposal now and in the longer term? Neither Property nor IA specify which leaves a cloud of uncertainty over the services		How many staff are at risk through this proposal now and in the longer term? Neither Property nor IA specify which leaves a cloud of uncertainty over the services		Comments reflected in the UNISON co-ordinated response	
	Are there any issues concerning job grades, equal pay and so on?		Are there any issues concerning job grades, equal pay and so on?			
	What are the difficulties created by increased travel time and attendance at different locations? Are there significant personnel issues which could hinder the levels of delivery of service which is anticipated in the report?		What are the difficulties created by increased travel time and attendance at different locations? Are there significant personnel issues which could hinder the levels of delivery of service which is anticipated in the report?		Comments reflected in the UNISON co-ordinated response	

	Hot-desking is not necessarily a concept as well understood or practiced across all councils - there is a severe culture shock when moving to this pattern of working and, in most cases where it has been implemented, there is little evidence of support	Hot-desking is not necessarily a concept as well understood or practiced across all councils - there is a severe culture shock when moving to this pattern of working and, in most cases where it has been implemented, there is little evidence of support																				
	Staff have concerns regarding the lack of information provided regarding Worcester City Job Evaluation Scheme; Worcester City Terms and Conditions; the proposed scheme to Appoint and Assimilate staff.	Staff have concerns regarding the lack of information provided regarding Worcester City Job Evaluation Scheme; Worcester City Terms and Conditions; the proposed scheme to Appoint and Assimilate staff.																				Comments reflected in the UNISON Redditch branch response
	Has the working group managed to ensure a freeze on vacancies across the authorities? (not sure if this is to be internal & external)	Has the working group managed to ensure a freeze on vacancies across the authorities? (not sure if this is to be internal & external)																				
	What will happen with regards to staff currently on a temporary contract (Revs & Bens staff on temp contracts were not renewed)	What will happen with regards to staff currently on a temporary contract (Revs & Bens staff on temp contracts were not renewed)																				Comments reflect UNISON Worcs City branch response
	The trainee post will result in a position being made redundant – we have no trainee posts at the moment – make more sense to have a full trained staff structure.	The trainee post will result in a position being made redundant – we have no trainee posts at the moment – make more sense to have a full trained staff structure.																				
	If just "Core" & "IT" audit is the main function after the 1 st year, what then will happen to staff with "Specialisms"? This may result in de-skilling staff.	If just "Core" & "IT" audit is the main function after the 1 st year, what then will happen to staff with "Specialisms"? This may result in de-skilling staff.																				
	The reference to the pension rate being reduced is of concern, will there be an impact on those in the pension scheme?	The reference to the pension rate being reduced is of concern, will there be an impact on those in the pension scheme?																				
	JDs and Person Specs: concern as to why these haven't been assessed	JDs and Person Specs: concern as to why these haven't been assessed																				
	Concern about the professional qualifications needed for management across councils?	Concern about the professional qualifications needed for management across councils?																				
	Will training commitments / flexible working arrangements by one authority be honoured by the host?	Will training commitments / flexible working arrangements by one authority be honoured by the host?																				
Hosting proposals	What are the practicalities of a physical move to buildings already overstaffed with poor parking provision?	What are the practicalities of a physical move to buildings already overstaffed with poor parking provision?																				
Governance	No details of joint trade union negotiation	No details of joint trade union negotiation																				
	The different forms of governance for Property (and Internal Audit) should be more thoroughly examined, particularly key is the longevity of any SLA, how it is manufactured, monitored, and evaluated, as well as its flexibility	The different forms of governance for Property (and Internal Audit) should be more thoroughly examined, particularly key is the longevity of any SLA, how it is manufactured, monitored, and evaluated, as well as its flexibility																				
	Why change from a JC to an SLA when this was the original suggestion by the working group. A JC seems to be better suited to this area.	Why change from a JC to an SLA when this was the original suggestion by the working group. A JC seems to be better suited to this area.																				Comments reflect UNISON Redditch branch response
	IA not Two Tier, so why WETT?	IA not Two Tier, so why WETT?																				IA not Two Tier, so why WETT?
Equalities	No evidence of equality impact assessment	No evidence of equality impact assessment																				

Staff consultation summary: Property Services business case

Theme	Issue	Consultee UNISON co-ordinated (A. Gregson letter 17th December 2009)	Consultee UNISON Worcester City branch Initial response to WETT Programme (received 3rd December 2009)	Consultee UNISON Redditch branch (received 21st December 2009)	Consultee GMB Worcester City branch (received 21st December 2009)	Consultee UNISON Worcestershire (received 21st December 2009)	Consultee Phil Harris, Chief Engineer, Worcestershire County Council
Staff/ union consultation process and timescale	Delay in providing Business Cases for comment Insufficient time for consultation on business cases Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management Inadequate feedback about the implementation of previous shared services such as Revenues and Benefits and the Hub Inconsistencies in the Business Case, regarding service improvements / financial savings	Delay in providing Business Cases for comment Insufficient time for consultation on business cases Reluctance to engage in early discussions with unions and others contrary to statutory advice on redundancy and change management	Inadequate feedback about the implementation of previous shared services such as Revenues and Benefits and the Hub		Comments reflected in the UNISON co-ordinated response Comments reflected in the UNISON co-ordinated response Comments reflected in the UNISON co-ordinated response		
Structure and capacity	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services Will all new staff required by the County Council be TUPE transfers from District partners, or, if not, where will these staff be recruited from? The proposed timescale for implementation is unrealistic, given the present commitment of Property Services managers to existing corporate initiatives such BOLD, the Contractor Framework, the Gateway Process, iProp, the BSF programme, the Academy programme and the Wyre Forest primary schools programme	Lack of detail about structures making it difficult to comment on whether service will work or deliver improvements for local communities Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services				Will all new staff required by the County Council be TUPE transfers from District partners, or, if not, where will these staff be recruited from? The proposed timescale for implementation is unrealistic, given the present commitment of Property Services managers to existing corporate initiatives such BOLD, the Contractor Framework, the Gateway Process, iProp, the BSF programme, the Academy programme and the Wyre Forest primary schools programme	Inconsistencies in the Business Case, regarding service improvements / financial savings
Impact on service delivery & performance	Different service levels across participating authorities leading to inconsistent service delivery and future planning There are concerns about the claim that a shared service will be better placed to meet local service needs. A shared property service may be more remote and consequently less responsive to the needs of service users and members In the absence of a detailed Service Level Agreement, claims regarding the benefits of transformational change and efficiency savings are difficult to substantiate Property portfolios of the districts and the county differ significantly	Different service levels across participating authorities leading to inconsistent service delivery and future planning			There are concerns about the claim that a shared service will be better placed to meet local service needs. A shared property service may be more remote and consequently less responsive to the needs of service users and members In the absence of a detailed Service Level Agreement, claims regarding the benefits of transformational change and efficiency savings are difficult to substantiate		Property portfolios of the districts and the county differ significantly

Staff consultation summary: Property Services business case

	<p>Property Services operates an established and successful staff training and development programme, which has helped the Division secure and retain Investor in People status since 2005 and to recruit and retain high quality staff. I note from the Revenue Budgets statement on Page 33 of the Detailed Business Case that Bromsgrove, Redditch and Malvern Hills Districts currently appear to invest nothing in staff training. This is likely to dilute the overall available budget available for training, and jeopardise Property Services' Investor in People status, unless a pro-rate injection of finance is made available for training</p>						<p>Property Services operates an established and successful staff training and development programme, which has helped the Division secure and retain Investor in People status since 2005 and to recruit and retain high quality staff. I note from the Revenue Budgets statement on Page 33 of the Detailed Business Case that Bromsgrove, Redditch and Malvern Hills Districts currently appear to invest nothing in staff training. This is likely to dilute the overall available budget available for training, and jeopardise Property Services' Investor in People status, unless a pro-rate injection of finance is made available for training</p>
	<p>The assumption that staff directly employed by the Council's can be protected by reducing the numbers of agency staff is questionable. Agency staff employed today will all have to have been fully justified. The new shared service will not necessarily change the justification for the skills of agency staff. This is a very major risk to the achievement of the predicted savings</p>		<p>The assumption that staff directly employed by the Council's can be protected by reducing the numbers of agency staff is questionable. Agency staff employed today will all have to have been fully justified. The new shared service will not necessarily change the justification for the skills of agency staff. This is a very major risk to the achievement of the predicted savings</p>				
<p>Finance, savings and investment</p>	<p>The ICT implementation costs (£11,000 per district, page 22) should be shown in the Financial Analysis. At present it seems reasonable to deduct this sum from the assumed savings.</p> <p>The combination of fixed savings and implementation being different in practice than theory means there is a very high risk that the reconfigured service will provide less than the current service.</p>		<p>The ICT implementation costs (£11,000 per district, page 22) should be shown in the Financial Analysis. At present it seems reasonable to deduct this sum from the assumed savings.</p> <p>The combination of fixed savings and implementation being different in practice than theory means there is a very high risk that the reconfigured service will provide less than the current service.</p>			<p>Comments reflected in the UNISON Worcester City Initial response</p>	
	<p>The finances within the Property case do not stack up – budgets do not seem to be comparable ie utilities in one Council's budget but not shown in another etc. It is unclear how the figures have been arrived at. In Worcester City Council, for example, individual service areas have maintenance budgets etc. Have these been included or not?</p> <p>"Cost" of re-educating staff who would normally contact RBC staff directly</p>		<p>The finances within the Property case do not stack up – budgets do not seem to be comparable ie utilities in one Council's budget but not shown in another etc. It is unclear how the figures have been arrived at. In Worcester City Council, for example, individual service areas have maintenance budgets etc. Have these been included or not?</p> <p>"Cost" of re-educating staff who would normally contact RBC staff directly</p>		<p>The Financial part of the business case is not clear and comparable due to the different accounting structures of the participating authorities. More detailed information has been requested</p>	<p>Comments reflected in the GMB response</p>	
<p>ICT & technology</p>	<p>Concerns over the TUPE transfer of staff during the implementation of the new iProp ICT system</p>						<p>Concerns over the TUPE transfer of staff during the implementation of the new iProp ICT system</p>

Staff consultation summary: Property Services business case

	Management time required to implement TUPE transfer and integrate staff may divert managers from other existing initiatives								Management time required to implement TUPE transfer and integrate staff may divert managers from other existing initiatives
Impact on staff terms, conditions and career prospects	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy. UNISON cannot and will not support proposals that result in compulsory redundancies	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy.							UNISON cannot and will not support proposals that result in compulsory redundancies
	No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work.	No evidence of intent to secure alternative employment across partner councils including vacancy freeze, redeployment, alternative work.							
	Honouring existing pay and grading mechanisms	Honouring existing pay and grading mechanisms							
	Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff	Proposed structure and ways of working stifle career progression resulting in difficulty in retaining staff							
	Uncertainty leading to staff actively seeking alternative employment	Uncertainty leading to staff actively seeking alternative employment							
	How many staff are at risk through this proposal now and in the longer term? Neither Property nor IA specify which leaves a cloud of uncertainty over the services	How many staff are at risk through this proposal now and in the longer term? Neither Property nor IA specify which leaves a cloud of uncertainty over the services							
	Are there any issues concerning job grades, equal pay and so on?	Are there any issues concerning job grades, equal pay and so on?							
	What are the difficulties created by increased travel time and attendance at different locations? Are there significant personnel issues which could hinder the levels of delivery of service which is anticipated in the report?	What are the difficulties created by increased travel time and attendance at different locations? Are there significant personnel issues which could hinder the levels of delivery of service which is anticipated in the report?							
	Hot-desking is not necessarily a concept as well understood or practiced across all councils - there is a severe culture shock when moving to this pattern of working and, in most cases where it has been implemented, there is little evidence of support	Hot-desking is not necessarily a concept as well understood or practiced across all councils - there is a severe culture shock when moving to this pattern of working and, in most cases where it has been implemented, there is little evidence of support							
	Are travel expenses taken into account in the Business Case? If the team moves to Worcester with consequent increased work mileage, will the mileage be changed to essential car user mileage as it visits will increase?	Are travel expenses taken into account in the Business Case? If the team moves to Worcester with consequent increased work mileage, will the mileage be changed to essential car user mileage as it visits will increase?							
	Appendix 6 – Financial Information (Page 32 of the Detailed Business Case) states in item 4 that "Final grade ranges are dependent on the re-evaluation of all posts by the host following TUPE transfer of all identified staff within scope". Can it be clarified whether the term "all posts" refers to all 48 incoming posts, or all 156 posts in the proposed combined Property Services structure?	Appendix 6 – Financial Information (Page 32 of the Detailed Business Case) states in item 4 that "Final grade ranges are dependent on the re-evaluation of all posts by the host following TUPE transfer of all identified staff within scope". Can it be clarified whether the term "all posts" refers to all 48 incoming posts, or all 156 posts in the proposed combined Property Services structure?							

Staff consultation summary: Property Services business case

Hosting proposals	What are the practicalities of a physical move to buildings already overstuffed with poor parking provision?	What are the practicalities of a physical move to buildings already overstuffed with poor parking provision?	Comments reflected in the UNISON co-ordinated response		
Governance	No details of scrutiny or monitoring No details of joint trade union negotiation Democratic deficit leading to lack of engagement with tax payers The different form of governance for Property (and Internal Audit) should be more thoroughly examined, particularly key is the longevity of any SLA, how it is manufactured, monitored, and evaluated, as well as its flexibility The business case does not explore the drawbacks and merits of either SLA or Joint Committee. Is the SLA a "take it or leave it" offer from the County? What happens after year 3 of the SLA?	No details of scrutiny or monitoring No details of joint trade union negotiation Democratic deficit leading to lack of engagement with tax payers The different form of governance for Property (and Internal Audit) should be more thoroughly examined, particularly key is the longevity of any SLA, how it is manufactured, monitored, and evaluated, as well as its flexibility The business case does not explore the drawbacks and merits of either SLA or Joint Committee. Is the SLA a "take it or leave it" offer from the County? What happens after year 3 of the SLA?	Comments reflected in the UNISON co-ordinated response		
Equities	No evidence of equality impact assessment. Request a copy as a matter of urgency	No evidence of equality impact assessment	No evidence of equality impact assessment . Request a copy as a matter of urgency		
Issues specific to individual authorities	A number of points specific to Redditch BC's local circumstances: its attitude to local companies as set out in the corporate plan; existing contracts; existing budgets / DSO costs; buildings included / excluded; on-site caretakers; its green credentials; "Cost" of re-educating staff who would normally contact RBC staff directly;	A number of points specific to Redditch BC's local circumstances: its attitude to local companies as set out in the corporate plan; existing contracts; existing budgets / DSO costs; buildings included / excluded; on-site caretakers; its green credentials; "Cost" of re-educating staff who would normally contact RBC staff directly;			
	A number of points specific to Worcester City's local circumstances: City / County portfolio differences; Hopmarket Trustees issue; relationship to other Shared Service proposals; "SLA = outsourcing"	A number of points specific to Worcester City's local circumstances: City / County portfolio differences; Hopmarket Trustees issue; relationship to other Shared Service proposals; "SLA = outsourcing"			
	What is the contractual position for the County Council, should there be disagreements between authorities over the course of the shared service? Is there suitable protection in place for the County's existing service?	What is the contractual position for the County Council, should there be disagreements between authorities over the course of the shared service? Is there suitable protection in place for the County's existing service?			