Manual Content	Theme	Issue	Consultee UNISON co-ordinated (A. Gregson letter 17th December 2009)	Standards (A. Gregson letter 15th		UNISON - Redditch Branch (Ron Colebrook)	UNISON - Wychavon branch (Mark Cox)	Wyre Forest Joint Staff and Union Response	ns GMB - Worcester City branch	County Licensing Officers Group	Chartered Institute of Environmental Health - Herefordshire and Worcestershire		Herefordshire and Worcestershire Contaminated Land Officers Group		Wychavon DC Contaminated Land and Dog Warden Service Worcestershire Trading Standards
Manuschier Man	Staff / union consultation	Delay in providing Business Cases for	Delay in providing Business Cases for	r .	Too short an implementation period to	0	Comments reflected in the UNISON			Comments reflected in the UNISON					
Company Comp					publication date.	Comments reflected in the LINISON	co-ordinated response	Comments reflected in the LINISON		-					
Market M		business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their decision. It is surely worth spending some extra time to allow for fine tuning of	business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their decision.		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, electec	co-ordinated response a Comments reflected in the UNISON Worcester City response				co-ordinated response					
Authority of the content of the co						Ð									
Part		discussions with unions and others contrary to statutory advice on	discussions with unions and others contrary to statutory advice on	t											
Property of the property of		local change programmes (County BOLD programme, Redditch Bromsgrove merger) and WETT		about implications of heavy cuts from both County BOLD programme and		WETT process against the shared arrangements between RBC and BDC which in some cases may seem									
Market M		Delay in dealing with questions from unions and staff with the bulk of responses received on 18th			unions and staff with the bulk of responses received on 18th										
Part		enabling Council (Worcester City) - is there any further information on what this would mean in practice? Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens			enabling Council (Worcester City) - is there any further information on what this would mean in practice? Unclear what Members are being asked to vote for - outline business case or just Option 3. What happens										
Property of the property of		Option 3? Scrutiny meetings and local briefings being held during the consultation period reinforcing the point that the consultation is an exercise not aimed						being held during the consultation period reinforcing the point that the consultation is an exercise not aimed							
Anti-plane Part P		it difficult to comment on whether service will work or deliver	it difficult to comment on whether service will work or deliver	co-ordinated response. Structures are flatter and remain in silos.	co-ordinated response. Structure is clearly restricted by predetermined										
Part		Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/ desired services. Proposed structure will have lower ratio per head of	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/	Comments reflected in the UNISON co-ordinated response	savings alone." Comments reflected in the UNISON co-ordinated response. Wyre Forest comparative analysis cited as showin proposed structure will have lower ratio per head of population than similar LA services. Propose at least	co-ordinated response. Unclear how g 120FTE can provide level of service for RBC.		co-ordinated response. Unclear how							
Security Control Contr		resources fitted to savings rather than finance reflecting resources required	resources fitted to savings rather than finance reflecting resources required	co-ordinated response	co-ordinated response emphasising statement in business case that "the financial element has had to take	co-ordinated response									
The first in a market of the service		experience amongst staff is a concern. Many current managers are in fact team leaders who carry out day to day front line work.	experience amongst staff is a concern	n co-ordinated response.	co-ordinated response. Many current managers are in fact team leaders who carry out day to day front line work.	co-ordinated and Worcester city responses	co-ordinated response	co-ordinated and Worcester city responses		co-ordinated response	co-ordinated response	co-ordinated response	co-ordinated response	co-ordinated response	co-ordinated response co-ordinated response
Section of the processor of the processo		cannot be sustained without reductions in services to the public or resilience.	cannot be sustained without	co-ordinated response - overall reduction of 45 jobs, service will suffer as a result of such huge job cuts	co-ordinated response	co-ordinated response		co-ordinated response. Unclear how 120FTE can provide level of service or maintain resilience.							
Section for the control of a design of the contr		disciplines are not fully represented at senior management level		disciplines are not fully represented at senior management level											
per demand of an miscode of the Conference of th		across county to deal with shared services on this scale (noting delays in dealing with questions thus far)	ו		across county to deal with shared services on this scale (noting delays i	in									
Flyeng blaceme FRV and TSDs glaves between the property grade of the TSDs glaves between the type of the TSDs glaves between t		peak demand due to reduced capacity									peak demand due to reduced	peak demand due to reduced			
Lady of reference from implementation Togethor navious delayor of performance of		Synergy between EHO's and TSO's not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests									not as clear as being proposed and difference between skills and qualifications more significant than DBC suggests	not as clear as being proposed and difference between skills and qualifications more significant than		not as clear as being proposed and difference between skills and qualifications more significant than	
a performance professional process condensation of the process of the blass of the process of the process of the blass of the process of the blass of the process of the blass of the process			1				Lack of information on implementation	n			Comments reflected in the UNISON				
Comments reflected in the UNISON working as ment occurred stready working as more concursed stready working as more concursed stready and overlap as more concursed stready and delivery and effective concursed stready and observing as membraneous changes and proposed which is strengther membraneous and proposed which is strengther membraneous changes and proposed and proposed which is strengther membraneous changes and proposed and proposed which is strengther membraneous changes and proposed which is strengther membraneous changes and proposed which is s	& performance	participating authorities leading to inconsistent service delivery and future planning.	participating authorities leading to inconsistent service delivery and future planning								co-ordinated response		Comments reflected in the UNISON co-ordinated response		co-ordinated response
Concern about achieving and delivering transformational charge using the functional charge outside the coordinated response of the UNISON delivering transformational charge as proposed within 5 beyond merely a strated service and implies nucleoside within 5 beyond merely as the service of the proposed within 5 beyond merely as the service of the proposed within 5 beyond merely as the service of the proposed within 5 beyond merely as the service of the proposed within 5 beyond merely as the service of the proposed within 5 beyond merely as the service of the proposed within 5 beyond merely as the service of the proposed within 5 beyond merely as the service of the proposed within 5 beyond merely as the service of the proposed within 5 beyond merely as the service of the proposed within 5 beyond merely as the proposed within 5		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												
concrisitent service delivery across local areas co-ordinated response c		Concern about achieving and delivering transformational change as proposed which is beyond merely a shared service and implies increased risks financially, legally and to public	Professionals concern about achieving and delivering transformational change as proposed which is beyond merely a shared		transformational change outside the scope of any previous shared service initiatives which implies increased risks particularly financially, legally an	co-ordinated response									
Examples quoted from other parts of the County suggest that proposals will falter (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 overfooked. Generic headings need breaking down to show which are legal of the man over the headings need breaking down to show which are legal of the man over the headings need breaking down to show which are legal of the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the man over the headings need breaking down to show which are legal and the legal and		inconsistent service delivery across	inconsistent service delivery across												
List of services currently provided is not complete and there are things on to complete and there are things being done that do not feature in the new structure. Will they not be done or have they been overfooked. Generic headings need breaking down to show which are legal of the structure. Will they not be done or have they been overfooked of down to show which are legal of the structure. Will they not be done or have they been overfooked of the structure of the structure. Will they not be done or have they been overfooked of the structure of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked of the structure. Will they not be done or have they been overfooked or have the		Examples quoted from other parts of the County suggest that proposals will		the County suggest that proposals will	Lincolnshire - is regulatory Services a suitable candidate for shared										
requirements and misor are opportion.		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 headings need breaking		not complete and there are things being done that do not feature in the new structure. Will they not be done	Generic headings need breaking down to show which are legal										
Exactly what levels of improvement against NI's are expected as a result of the new service structure? In orderence to LAA Objectives Exactly what levels of improvement against NI's are expected as a result of the new service structure? In orderence to LAA Objectives Exactly what levels of improvement against NI's are expected as a result improvements" are likely to the co-ordinated response or ordinated respon		against NI's are expected as a result of the new service structure?		against NI's are expected as a result of the new service structure?	"improvements" are likely to the service.										

Theme		N co-ordinated (A. Gregson	UNISON - County/ Trading Standards (A. Gregson letter 15th December 2009)			UNISON - Wychavon branch (Mark Cox)	Wyre Forest Joint Staff and Unions GMB - Worcester City branch Response	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 Standar Team
	No reviews seem to have taken place to ensure lessons learned from previous shared services (Revs and bens, Hub) - especially more focus on implementation issues.			No reviews seem to have taken place to ensure lessons learned from previous shared services (Revs and bens, Hub) - especially more focus or implementation issues.	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.			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				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.		Concern that teams will be locally based, leading to fragmentation of knowledge and difficult to manage.
	Service standards not identified or will be reduced Worcester City Contaminated Land must remain in scope but no resources has been allocated					Service standards not identified or will be reduced Pride and conscientiousness with			Service standards not identified	Service standards not identified	Worcester City Contaminated Land must remain in scope but no resources has been allocated		Service standards not identified or wi be reduced Worcester City Contaminated Land must remain in scope but no resources has been allocated	11
	Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost					which the "Wychavon brand" is delivered will inevitably be lost								
Finance, savings and investment	Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included not all services.	als are financially beneficial as		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 working this will be done this will Proposed senior management Proposed	and lack of details about how		Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response							
	salaries appear to be increased whilst cost savings are demanded cost savings are demanded elsewhere.	appear to be increased whilst rings are demanded												
	Finances are too restrictive and job cuts already decided upon.		Finances are too restrictive and job cuts already decided upon.											
	Inaccurate or misleading data on staffing/ workloads/ performance			Inaccurate or misleading data on staffing			Comments reflected in the UNISON Worcester City response. Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON Worcester City response.	Comments reflected in the UNISON Worcester City response.	
	Cannot determine whether there are potential hidden costs of "additional" services which may already be delivered but will now have to be paid			Cannot determine whether there are potential hidden costs of "additional" services which may already be delivered but will now have to be paid			Comments reflected in the UNISON Worcester City response. Comments reflected in the UNISON co-ordinated response							
	for. No consideration of impact on (or additional) income options, especially in relation to licensing			for. No consideration of impact on (or additional) income options			Comments reflected in the UNISON Worcester City response. Particular concerns regarding licensing income.							
	Achieving procurement savings will cause local businesses to lose out.				Migration of service contracts to WCC will cause local (Redditch) companies									
	Alternative ways of achieving savings should be explored				to loose out	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		and transformational change,	Recognition that efficiency savings and transformational change, including Shared Services are inevitable		Recognition that efficiency savings and transformational change, including Shared Services are inevitable
	Significant costs to the implementation - a huge risk for a well performing council					Significant costs to the implementation - a huge risk for a wel performing council			inevitable		inevitable	inevitable		inevitable
ICT & technology	telephony implementation including practicability, reliability, maintenance, confidentiality, security and cost confider	ntiality, security and cost r with the ability to support		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		
	No reference to South Worcs ICT Shared Service being set up at same time. How this will join up and work in practice.			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		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	Comments reflected in the UNISON co-ordinated response							
Worcestershire Hub	Over reliance on the Hub which has been shown to be unable to cope in other areas of demand Over reliance on the Hub which has been shown to been shown to the rare 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	co-ordinated response. Wyre Forest claimed to already use Hub close to	Comments reflected in the UNISON co-ordinated response				Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISOI co-ordinated response
	Allocation of 4 staff within Hub is Allocation unclear unclear	on of 4 staff within Hub is		Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response	its maximum potential. 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 professional staff, often working on the frontline -		The majority of this service is delivered in person by people on the frontline - the Hub cannot replicate	Low graded telephony posts unlikely to deliver level of competency required presenting a risk of decline in	Comments reflected in the UNISON Worcester City response	Comments reflected in the UNISON co-ordinated response	Comments reflect UNISON Worcester City response	Comments reflected in the UNISON co-ordinated response	adequately to the variety of issues currently being dealt with by			HUB won't be able to respond adequately to the variety of issues currently being dealt with by		
	the Hub cannot replicate this with low graded telephony posts. HUB won't be able to provide an immediate response to major		this.	the level of service at times of greatest demand.		HUB won't be able to provide an immediate response to major			professional staff. HUB won't be able to provide an immediate response to major	HUB won't be able to provide an immediate response to major		professional staff.		
	incidents that could increase the risks to public health					incidents that could increase the risks to public health			incidents that could increase the risks to public health	incidents that could increase the risks to public health				
Impact on staff terms, conditions and career prospects	employees facing relocation, employee		Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co-ordinated response									
	No evidence of intent to secure alternative employment across partner councils including vacancy partner	ence of intent to secure	Comments reflected in the UNISON co-ordinated response	Comments reflected in the UNISON co-ordinated response. Does not appear to be a plan on how to deal with any spare capacity left after	Comments reflected in the UNISON co-ordinated response									
	work. work. Honouring existing pay and grading Honouri	ng existing pay and grading	Comments reflected in the UNISON	transfer in HR, Finance, Legal.										
	Proposed structure and ways of working stifle career progression working		co-ordinated response Comments reflected in the UNISON co-ordinated response									Comments reflected in the UNISON co-ordinated response		
	Uncertainty leading to staff actively Uncerta				Comments reflected in the UNISON co-ordinated response									
Hosting proposals	Decision on hosting based on politics not rational argument with question not ratio	nal argument with question												
	marks over proposed hosts ability to perform adequately perform District paying higher wages avoided as host.	adequately												
Governance	Long term commitment sought to Long ter keep Regulatory Services in-house as keep Re													
	a public sector shared services a public project. Lack of detail of future governance Lack of	sector shared services detail of future governance			Comments reflected in the UNISON		Comments reflected in the UNISON	Comments reflected in the UNISON				Comments reflected in the UNISON		
	arrangements beyond proposal for joint committee with locally elected Members having reduced influence and decision making.	ments beyond proposal for nmittee		reduced influence and decision making and there may be additional issues of detriment to taxpayers if the Joint committee partners fail to reach a consensus on courses of action.	co-ordinated response		co-ordinated response	co-ordinated response				co-ordinated response		
	negotiation negotiat	ils of joint trade union tion		Commonto reflected in the UNIOCCO		Commonts reflected in the UNIOCCU			Comments reflected in the UNIO					
1	Democratic deficit leading to lack of engagement with tax payers engager	ratic deficit leading to lack of ment with tax payers		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	Consultee										1			
		UNISON co-ordinated (A. Gregso		UNISON - Worcester City Branch		UNISON - Wychavon branch (Mar	rk Wyre Forest Joint Staff and Unions	GMB - Worcester City branch	County Licensing Officers Group		Countywide Food Safety and		Herefordshire and Worcestershire		and Worcestershire Trading Star
		letter 17th December 2009)	Standards (A. Gregson letter 15th	(21 December 2009 & Initial	Colebrook)	Cox)	Response			Environmental Health -	Health and Safety Liaison Groups	Contaminated Land Officers Grou	p Pollution Liaison Group	and Dog Warden Service	Team
			December 2009)	response 3 December 2009)						Herefordshire and Worcestershire	•	1			
										Branch					
	Licensing functions raise issues			Licensing functions raise issues			Comments reflected in the UNISON		Comments reflected in the Wyre	+				+	
	relating to committee structure which			relating to committee structure which	h		Worcester City response and lack of		Forest Joint Staff and Unions						
	do not exist within other areas of			do not exist within other areas of	"		testing proposed solution against QC		response			1			
	regulatory Services			regulatory Services			providing original advice		Тезропае						
	regulatory Services			regulatory Services			providing original advice								
	Concerns over external scrutiny from				Concerns over external scrutiny from		Comments reflected in the UNISON		Comments reflected in the UNISON						
	Food Standards Agency, Health and				Food Standards Agency, Health and		co-ordinated response		co-ordinated response			1			
	Safety Executive, etc				Safety Executive, etc		· ·		·			İ			
	Difficulty in providing accurate info for										Difficulty in providing accurate info for		Difficulty in providing accurate info for	r	
	Statutory returns.										Statutory returns.	1	Statutory returns.		
												1			
qualities	No evidence of equality impact	No evidence of equality impact		Comments reflected in the UNISON											
	assessment	assessment		co-ordinated response											
Stakeholder consultation		Inadequate consultation with	Comments reflected in the UNISON					Comments reflected in the UNISON					Comments reflected in the UNISON		
	stakeholders including service	stakeholders including service	co-ordinated response	co-ordinated response	co-ordinated response	co-ordinated response	co-ordinated response	co-ordinated response	co-ordinated response	co-ordinated response		co-ordinated response	co-ordinated response		
	recipients, expert and professional	recipients, expert and professional													
	bodies and public	bodies and public													
	Public needs to be informed that	Public needs to be informed that		Comments reflected in the UNISON			Comments reflected in the UNISON		Comments reflected in the UNISON						
	introduction of a shared service on	introduction of a shared service on		co-ordinated response			co-ordinated response		co-ordinated response			1			
		these grounds, in these conditions,										1			
	will mean a reduction in services and		d									1			
	and the American American	and the Secretary of Secretary													

Theme	Issue		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 1 st Dec		s - Toni Ainscough, Environmental Health Officer, Wychavon DC	Paul Saunders, Technical Officer, Wychavon DC	Richard Williams, Principal Pollution Control Officer, Wyre Forest DC	Peter Maloney, Principal EHO, Wyre Forest DC	Debbie Herbert, Commercial Services Manager, Wychavon DC
	Delay in providing Business Cases for												
process and timescale	comment Insufficient time for consultation on		Comments reflected in the UNISON										
	business cases. Timetable shows a concerted rush since TUPE notices will be given to staff even before the last Councils have made their		co-ordinated response										
	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												
	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, Redditch Bromsgrove merger) and WETT programme			Implications of the Redditch/Bromsgrove merger									
	Delay in dealing with questions 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 there any further information on what this wayd, moon in practice?												
	this would 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 busines case or just Option 3. What happens if Members accept principles but not Option 3?	
	Scrutiny meetings and local briefings											priorpics such of option of	but not Option 3?
	being held during the consultation period reinforcing the point that the consultation is an exercise not aimed at producing a robust response.												
	Lack of detail about structures making it difficult to comment on whether		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
and capacity	service will work or deliver improvements for local communities						co-ordinated response						response
	Lack of clarity that staffing levels will be sufficient to deliver the competences and statutory needs/		Comments reflected in the UNISON co-ordinated response	co-ordinated response	Comments reflected in the UNISON co-ordinated response	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
	desired services. Proposed structure will have lower ratio per head of population than similar LA services.												
	Financially driven with service resources fitted to savings rather than finance 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 or 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 in fact team leaders 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	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						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												
	Neither HR capacity nor capability across county to deal with shared services on this scale (noting 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	Concern that service will fail during peak demand due to reduced capacity							
	Laboratory Services should be included in the scope Synergy between EHO's and TSO's			Supergy between EHO's and TSO's	Laboratory Services should be included in the scope Synergy between EHO's and TSO's	Сараслу	Supermy between EHO's and TSO's	Superny between EHO's and TSO's	Synergy between EHO's and TSO's				
	not as clear as being proposed and difference between skills and			not as clear as being proposed and difference between skills and	not as clear as being proposed and difference between skills and		not as clear as being proposed and difference between skills and	not as clear as being proposed and difference between skills and	not as clear as being proposed and difference between skills and				
	qualifications more significant than DBC suggests Model in Business Case is unproven			qualifications more significant than DBC suggests	DBC suggests		DBC suggests	DBC suggests	qualifications more significant than DBC suggests				
	Lack of information on implementation						Lack of information on implementatio	n					
Impact on service delivery & performance	inconsistent service delivery and	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				
	future planning. Little room to increase risk-based working as most councils already operate on this basis								Comments reflected in the UNISON co ordinated response				
	Concern about achieving and 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				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	
	local areas Examples quoted from other parts of the County suggest that proposals will falter (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 headings need breaking down to show which are legal requirements and which are optional.												
	Exactly what levels of improvement against NI's are expected as a result												
	of the new service structure? No reference to LAA Objectives												

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Theme	Issue	Wychavon Admin Team	Worcester City Council Environmental Health and EH Business Support Staff	Health Pollution and General Team	Worcestershire Trading Standard Service - Compliance and Investigation Team	ds Wychavon DC Commercial Services and Licensing Teams	Wychavon's Environmental Services Department - submission to O&S on 1 st 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, Wyre Forest DC	Peter Maloney, Principal EHO, Wyre Forest DC	Debbie Herbert, Commercial Services Manager, Wychavon DC
	No reviews seem to have taken place to ensure lessons learned from previous shared services (Revs and bens, Hub) - especially more focus on												
	implementation issues. Loss of local accountability, local knowledge and loyalty to a local employer which could lead to a drop		based, leading to fragmentation of the	Concern that teams will be locally based, leading to fragmentation of the knowledge and difficult to manage.	based, leading to fragmentation of t					Comments reflected in the UNISON ordinated response	0		
	in service level, fragmentation of knowledge and difficulty in managing.												
	Service standards not identified or will be reduced Worcester City Contaminated Land must remain in scope but no		Service standards not identified or will be reduced		Service standards not identified or v be reduced	will 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	identified or will be reduced
	resources has been allocated Pride and conscientiousness with which the "Wychavon brand" is delivered will inevitably be lost												
Finance, savings and investment	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				
	Proposed senior management salaries appear to be increased whilst cost savings are demanded elsewhere.												
	Finances are too restrictive and job cuts already decided upon. Inaccurate or misleading data on staffing/ workloads/ performance		Comments reflect UNISON Worcester City response.			Comments reflected in the UNISON Worcester City response.			Comments reflected in the UNISON Worcester City response.	Comments reflected in the UNISON of ordinated response	0-		
	Cannot determine whether there are potential hidden costs of "additional" services which may already be		Worcester City response.			worcester City response.			Wordester Gity response.				
	delivered but will now have to be paid for. No consideration of impact on (or additional) income options, especially												
	in relation to licensing 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 achievin 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					
	Significant costs to the implementation - a huge risk for a well performing council		ill evitable	inevitable	movitable			inevitable					
ICT & technology	Insufficient analysis of ICT and telephony implementation including practicability, reliability, maintenance, confidentiality, security and cost together with the ability to support		Comments reflected in the UNISON co-ordinated response	Don't underestimate the task!			Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON coordinated response				
	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									
Worcestershire Hub	Concerns over the risks and timescales of ICT implementations Over reliance on the Hub which has	Comments reflected in the UNISON					Comments reflected in the UNISON		Comments reflected in the UNISON co	Comments reflected in the UNISON of	0-		
	been shown to be unable to cope in other areas of demand	co-ordinated response					co-ordinated response		ordinated response	ordinated response			
	Allocation of 4 staff within Hub is unclear The majority of this service is	Comments reflected in the UNISON co-ordinated response HUB won't be able to respond		HUB won't be able to respond			HUB won't be able to respond		Comments reflected in the UNISON co ordinated response HUB won't be able to respond				
	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	adequately to the variety of issues currently being dealt with by		adequately to the variety of issues currently being dealt with by professional staff.			adequately to the variety of issues currently being dealt with by professional staff.		adequately to the variety of issues currently being dealt with by professional staff.				
	immediate response to major incidents that could increase the risks to public health												
Impact on staff terms, conditions and career prospects		Comments reflected in the UNISON co-ordinated response							Comments reflected in the UNISON co ordinated response	Comments reflected in the UNISON of ordinated response	10-		
prospesso	No evidence of intent to secure	Comments reflected in the UNISON co-ordinated response					Comments reflected in the UNISON co-ordinated response		Comments reflected in the UNISON co ordinated response	·			
	work. Honouring existing pay and grading		Comments reflected in the UNISON	Comments reflected in the UNISON			Comments reflected in the UNISON		Comments reflected in the UNISON co				
Hosting proposals	mechanisms Proposed structure and ways of	Comments reflected in the UNISON co-ordinated response	co-ordinated response Comments reflected in the UNISON co-ordinated response	co-ordinated response	Comments reflected in the UNISON co-ordinated response		co-ordinated response		ordinated response Comments reflected in the UNISON coordinated response		0-		
	Uncertainty leading to staff actively seeking alternative employment				Comments reflected in the UNISON co-ordinated response								
	Decision on hosting based on politics not rational argument with question marks over proposed hosts ability to perform adequately					Comments reflected in the UNISON co-ordinated response	co-ordinated response			Comments reflected in the UNISON of ordinated response	0		
	District paying higher wages avoided as host.						Comments reflected in the UNISON co-ordinated response						
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 having reduced influence and 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							
	No details of scrutiny or monitoring No details of joint trade union negotiation												
	Democratic 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 Standard Service - Compliance and Investigation Team	S Wychavon DC Commercial Services and Licensing Teams	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, Wyre Forest DC	Peter Maloney, Principal EHO, Wyre 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.				
	oration returns.						Statutory returns.				
Equalities	No evidence of equality impact assessment							Comments reflected in the UNISON of ordinated response	20-		
Stakeholder consultation	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 of ordinated response	o-Comments reflected in the UNISON of ordinated response	co-Comments reflected in the UNISON co-ordinated response	1	
	Public needs to be informed that introduction of a shared service on these grounds, in these conditions, will mean a reduction in services and cuts in standards.										