Theme	Issue	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 reponse 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 incidences of work-related stress.			
	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 Cas document leaving it open to differen interpretations. Eg: Best practice methodology - badly worded; Vision not really a vision.	t
	Inconsistencies in the Busines Case were highlighted; e.g. regarding quality of service v savings							Inconsistencies in the Busines 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	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 counter 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

	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.	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.		
Impact on service delivery & performance	Professionals concern about achieving and delivering transformational change as proposed which is beyond merely a shared service Professionals concern about achieving and delivering transformational change as proposed which is beyond merely a shared	3		Comments reflected in the UNISON co-ordinated response
	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.	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.		Comments reflected in the UNISON Redditch branch response
	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"	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"		
			Assurance of quality - risk of management failure? Is the risk register accurate?	
Finance, savings and investment	Lack of detail to demonstrate service proposals are financially beneficial as not all services or costs are included	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 Little scope for savings from joined-up working and lack of details about how this will be done			
	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"?	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"?		Comments reflect UNISON Redditch brancy response Comments reflect UNISON Redditch brancy response

	There is an assumption in the Business Case that		is an assumption in the			Comments reflect UNISON Redditch		
	Wyre Forest D.C. will continue to purchase 100		ess Case that Wyre Forest			brancy response		
	days from Worcester City. Is this income		vill continue to purchase 100					
	guaranteed under a contract between the two	days fi	rom Worcester City. Is this					
	authorities? and if the arrangement ceased would	it income	e guaranteed under a contract					
	impact on the viability of the shared service	betwee	en the two authorities? and if					
	arrangement.	the arr	angement ceased would it					
		impact	t on the viability of the shared					
		service	e arrangement.					
			•					
	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		usiness Case states it is					
	that the various I.T. networks are compatible with	import	ant to ensure that the various					
	each other. We have concerns that this issue will		tworks are compatible with					
	not be fully dealt with within the timescales available		other. We have concerns that					
	if this is not completed by the time the shared		sue will not be fully dealt with					
	service begins it will significantly impact on audit		the timescales available if this					
	productivity.		completed by the time the					
			d service begins it will					
			cantly impact on audit					
		produc	ctivity.					
	Concern about what happens if the £49 RIEP					Concern about what happens if the		
	funding isn't received					£49 RIEP funding isn't received		
	ICT aquipment to current new etrusture. hermali					ICT aquipment to support your		
	ICT equipment to support new structure - how will this work in practice?					ICT equipment to support new structure - how will this work in		
	uns work in practice?					practice?		
	In effect are those authorities with low non-direct						In ef	fect are those authorities with
	costs not subsidising those who are allowed to						ı wol	non-direct costs not subsidising
	apply high non-direct costs?						thos	e who are allowed to apply high
							non-	direct costs?
Impact on staff terms,	Adaguage of antoquards for ampleyees facing	Adequacy of safeguards for					Who	have portionating outhorities not
conditions and career	Adequacy of safeguards for employees facing relocation, reductions in pay or redundancy. Why	employees facing relocation,						have participating authorities not ed a standard level of benefits /
prospects	have participating authorities not agreed a standar							ection / assimilation for services
prospects	level of benefits / protection / assimilation for	d reductions in pay of redundancy.						ect to shared / partnership
	services subject to shared / partnership working,							ing, especially those being dealt
	especially those being dealt with through the WET	T						through the WETT process?
	process?	`					With	anough the WETT process.
	process.							
	No evidence of intent to secure alternative	No evidence of intent to secure						
	employment across partner councils including	alternative employment across						
	vacancy freeze, redeployment, alternative work.	partner councils including vacancy						
		freeze, redeployment, alternative						
		work.						
	Honouring existing pay and grading mechanisms	Honouring existing pay and grading		Comments reflected in the UNISON				
	Horiouring existing pay and grading mechanisms	mechanisms		co-ordinated response				
		monanionio		oo oramatoa reeponee				
	Proposed structure and ways of working stifle	Proposed structure and ways of Comm	ents reflected in the UNISON	Comments reflected in the UNISON		Comments reflected in the UNISON		
	career progression resulting in difficulty in retaining	working stifle career progression co-ord	inated response	co-ordinated response		co-ordinated response		
	staff	resulting in difficulty in retaining staff						
	Upportainty loading to staff patients and the	Upportainty loading to staffthis-bi-						
	Uncertainty leading to staff actively seeking alternative employment	Uncertainty leading to staff actively seeking alternative employment						
	and the strain of the strain o	ssamg anomative employment						
	How many staff are at risk through this proposal	How many staff are at risk through				Comments reflected in the UNISON		
	now and in the longer term? Neither Property nor I.					co-ordinated response		
	specify which leaves a cloud of uncertainty over the							
	services	which leaves a cloud of uncertainty						
		over the services						
	And the second s	And the orange of the second o						
	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 trave		ents reflected in the UNISON			Comments reflected in the UNISON		
	time and attendance at different locations? Are	increased travel time and attendance co-ord	ınatea response			co-ordinated response		
	there significant personnel issues which could	at different locations? Are there						
	hinder the levels of delivery of service which is	significant personnel issues which						
	anticipated in the report?	could hinder the levels of delivery of						
		service which is anticipated in the report?						
		- Sport						
				·				

	Hot-desking is not necessarily a concept as well	Hot-desking is not necessarily a					
	understood or practiced across all councils - there						
	is a severe culture shock when moving to this	practiced across all councils - there					
	pattern of working and, in most cases where it has						
	been implemented, there is little evidence of	moving to this pattern of working and	1,				
	support	in most cases where it has been implemented, there is little evidence					
		of support					
	Staff have concerns regarding the lack of		Staff have concerns regarding the		Comments reflected in the UNISON		Comments reflected in the UNISON
	information provided regarding: Worcester City Jol	b	lack of information provided		Redditch branch response		Redditch branch response
	Evaluation Scheme; Worcester City Terms and		regarding: Worcester City Job				
	Conditions; the proposed scheme to Appoint and		Evaluation Scheme; Worcester City				
	Assimilate staff.		Terms and Conditions; the proposed				
			scheme to Appoint and Assimilate				
			staff.				
	Has the working group managed to ensure a freez	e		Has the working group managed to			
	on vacancies across the authorities? (not sure if			ensure a freeze on vacancies across			
	this is to be internal & external)			the authorities? (not sure if this is to			
				be internal & external)			
	What will happen with regards to staff currently on	2		What will happen with regards to staff			Comments reflect UNISON Worcs
	temporary contract (Revs & Bens staff on temp	a		currently on a temporary contract			City branch response
	contracts were not renewed)			(Revs & Bens staff on temp contracts			only branch responds
	contracts were not renewed)			were not renewed)			
	The trainee post will result in a position being made	е		The trainee post will result in a			
	redundant - we have no trainee posts at the			position being made redundant - we			
	moment - make more sense to have a full trained			have no trainee posts at the moment			
	staff structure.			- make more sense to have a full			
				trained staff structure.			
	If just "Core" & "IT" audit is the main function after			If just "Core" & "IT" audit is the main			
	the 1st year, what then will happen to staff with			function after the 1st year, what then			
	"Specialisms"? This may result in de-skilling staff.			will happen to staff with			
				"Specialisms"? This may result in de-			
				skilling staff.			
	The reference to the pension rate being reduced is	3		The reference to the pension rate			
	of concern, will there be an impact on those in the			being reduced is of concern, will			
	pension scheme?			there be an impact on those in the			
				pension scheme?			
	JDs and Person Specs: concern as to why these				JDs and Person Specs: concern as		
	haven't already been assessed				to why these haven't already been		
					assessed		
	Concern about the professional qualifications				Concern about the professional		
	needed for managemet positions - inconsistency				qualifications needed for managemet		
	across councils?				positions - inconsistency across		
					councils?		
	Will training commitments / flexible working				Will training commitments / flexible		
	arrangements by one authority be honoured by the	•			working arrangements by one		
	host?				authority be honoured by the host?		
Hanking	NATIONAL CONTRACTOR PRODUCTION	Miles and the control of		0		 	
Hosting proposals	What are the practicalities of a physical move to	What are the practicalities of a		Comments reflect UNISON co-			
	buldings already overstaffed with poor parking provision?	physical move to buldings already		ordinated response			
	provisions	overstaffed with poor parking provision?					
		provision?					
						+	
Governance	No details of joint trade union negotiation	No details of joint trade union				+	
Governance	140 details of joint trade dillott flegotiation	negotiation					
	The different forms of governance for Property (an	d The different forms of governance for	r			+	
	Internal Audit) should be more thoroughly	Property (and Internal Audit) should	•				
	examined, particularly key is the longevity of any	be more thoroughly examined,					
	SLA, how it is manufactured, monitored, and	particularly key is the longevity of any	,				
	evaluated, as well as its flexibility	SLA, how it is manufactured,					
		monitored, and evaluated, as well as					
		its flexibility					
	Why change from a JC to an SLA when this was		Why change from a JC to an SLA			Comments reflect LINISON Reddite	Comments reflect UNISON Redditch
	the original suggestion by the working group. A JC		when this was the original suggestion			branch response	branch response
	seems to be better suited to this area.		by the working group. A JC seems			branch response	branch response
	sound to be better suited to this area.		to be better suited to this area.				
			12 30 30tto. Suitou to tillo di od.				
	IA not Two Tier, so why WETT?					IA not Two Tier, so why WETT?	
	IA HOLTWO Her, SO WITY WETT?					IA HOLTWO TIER, SO WINY WETT?	
Equalities	No evidence of equality impact assessment	No evidence of equality impact				+	+
Lquanties	The evidence of equality impact assessment	assessment					
		accommit					
							-