

## BABERGH DISTRICT COUNCIL and MIDSUFFOLK DISTRICT COUNCIL

<b>To: JOINT SCRUTINY COMMITTEE</b>	<b>Report Number: JSC/4/13</b>
<b>From: Interim Head of Programme Delivery</b>	<b>Date of Meeting: 8 January 2013</b>

### ESTABLISHING THE OPERATIONAL DELIVERY TEAMS

#### 1. Purpose of Report

- 1.1 This report provides an overview of the key elements of the consultation process currently being undertaken on proposals for a single, fully integrated Operational Delivery Team (ODT) structure and two Corporate Manager posts for Babergh District Council and Mid Suffolk District Council. The proposals build on the significant progress already made in achieving a single integrated management structure.

#### 2. Recommendation

- 2.1 That Members scrutinise and note the current position regarding the consultation process.

#### 3. The consultation process

- 3.1 The 90 day consultation period regarding the proposals for the final stage of staff integration across the two councils was launched on 12 December 2012.
- 3.2 The consultation document described the changes that are proposed, what these changes are seeking to achieve, how they will affect existing posts and the employment options for the staff concerned. The consultation period finishes on 12 March 2013.
- 3.3 BDC and MSDC Members are part of the consultation. Integrated Management Team members - Chief Executive, Directors, Heads of Service and Corporate Managers - will be available to discuss any specific issues with Members. Officers will also be available, by invitation from the Political Groups, to attend Group meetings, to provide information and clarification on the proposals. All Members have received a copy of the consultation document.
- 3.4 While general discussions between Officers and Members about the proposals can, of course, take place, Officers have been advised that they must not 'lobby' Members about who should be appointed to any particular post or ask Members to support them in challenging any particular aspect of the proposals.

3.5 All colleagues whose jobs are 'at risk' as a result of the proposals will be offered a 'One to One' meeting during the consultation period with their Corporate Manager. While this will be the primary opportunity for 'at risk' colleagues to discuss the proposals and receive support; a number of other routes are being made available; not only to 'at risk' colleagues but to everyone with a stake in the new structure. These will include four staff open meetings, a 'Frequently Asked Questions' (FAQs) page on the intranets, Talk Amongst Ourselves updates, Suggestion Boxes and Open House Management Board sessions. Engagement will also take place via the Trade Unions. Tier 5 colleagues are also aware that they can discuss any aspect of the proposals with any Integrated Management Team member.

#### **4. Establishing the Operational Delivery Teams**

4.1 A total of 31 new ODTs have been proposed. A summary about what each ODT will do, how it will function, how it supports BDC and MSDC's strategic priorities and what makes it different from the existing arrangements is detailed in the consultation document.

4.2 Proposals about two new Corporate Managers posts - one for Governance/monitoring and the other for Legal Services - also form part of the consultation exercise.

4.3 At the same time as we are consulting on the ODT proposals, Members will be developing a range of community based outcomes sitting under each of the emerging priorities for the councils and setting the budget and resource allocation for both councils. The establishment of a highly flexible workforce that can be deployed to deliver whatever outcomes Members agree on, now and in the future, is one of the key design principles of the ODTs.

4.4 The new ODTs have been designed to support the emerging strategic priorities. Some of the ODTs include proposals for investing in new posts, over and above the level of the existing staffing resource currently allocated to that service area. This may appear at odds with the need to make savings but resources have only been realigned to pay for new posts if they are important in terms of support for the emerging strategic priorities and if they are funded on a fixed term, temporary basis from new funding sources (i.e. no increases to the General Fund). They must also provide a tangible and measurable return on the investment made.

4.5 All BDC and MSDC's employment policies and procedures in regard to the arrangements for establishing the ODTs will be fully adhered to. Before the final structure is agreed it will be subject to an Equality Impact Assessment.

4.6 Clearly, the consultation proposals are subject to Members agreeing the budgets that are required to fund the ODTs.

#### **5. Proposal for a new pay and grading structure**

5.1 The proposal for a single harmonised pay and grading structure is part of the consultation process, however, this is an initial proposal and will be influenced, and possibly revised, subject to:

- Approval by Members from each Council
- Affordability modeling
- Union consultation
- Equality Impact Assessments
- Results of the Consultation Exercise

5.2 The overall aim is to achieve the adoption of a new pay and grading structure by Collective Agreement between the Councils and their recognised Trade Unions. A Collective Agreement is a formal agreement between both Councils and their recognised Trade Unions. This agreement will be needed if the new pay and grading structure is to be formally adopted. UNISON requires that this agreement is signed off at National level. It will take some time to secure this Collective Agreement, so the pay and grading structure as outlined in the consultation document will be applied as an indicative offer only to allow the integration to progress.

## **6. Integrating Mid Suffolk and Babergh Terms and Conditions**

6.1 In addition to the harmonisation of pay and grading across both Councils we will be seeking to develop a new set of shared terms and conditions of service, replacing the current and different arrangements that are in place at BDC and MSDC. Examples of these include annual leave entitlement, flexible working and emergency cover arrangements.

6.2 These shared terms and conditions of service will be developed through negotiation with the Trades Union representatives. The Joint HR Panel will be providing insight and challenge to this process with its views reported to the Joint Member Implementation Board and Joint Scrutiny Committee. The aim is to introduce new terms and conditions of employment through the achievement of a Collective Agreement between the Councils and the recognised Trades Unions.

## **7. The Transformation Review Programme**

7.1 Once we achieved a single integrated workforce we will then launch a programme of Transformation Reviews. These reviews will determine how best we can focus resources and effort to deliver the outcomes that Members have set for the Council; using the ever diminishing funds that are available and the expertise we will have in each of the new Operational Delivery Teams.

7.2 The Transformation Reviews will focus on:

- achieving the strategic priorities set by Members
- how we can deliver required ongoing savings targets
- reviewing how we work with our citizens, communities and service users
- how we should change the way we do things - our systems, processes and organisational culture.

7.3 The Transformation Review Programme is important because it's clear that the new integrated ODT structure alone will not deliver the level of savings needed or transform our operations and outcomes for communities and citizens. This means that further savings must be secured as one of the outcomes of the Transformation Reviews. So 2013-14 will, therefore, be a transition year – where we begin, with a fully integrated workforce as a sound base, to fundamentally change the way we do things.

**8. Key events in the ODT implementation timetable**

<b>DATES</b>	<b>KEY EVENTS</b>
12 December	Start of the 90 day consultation
December to March	Engagement with and feedback from stakeholders
February	BDC and MSDC agree 2013/14 budget
12 March	Deadline for responses to the consultation
March	Final decision on the ODT structure
April onwards	Interviews to be held, appointments to be made and the new ODTs to be established

Author:

Chris Foti  
Interim Head of Programme Delivery

01473 825768 & 01449 724873  
chris.foti@babergh.gov.uk