

**BABERGH DISTRICT COUNCIL**

<b><u>FROM:</u> Head of Corporate Organisation</b>	<b><u>REPORT NUMBER:</u> M10</b>
<b><u>TO:</u> Council</b>	<b><u>DATE OF MEETING:</u> 24 April 2012</b>

**JOINT PANELS – APPOINTMENT OF MEMBERS AND ANNUAL REPORTS**

**1. PURPOSE OF REPORT**

To appoint Members to serve on the Joint Committees and Panels, to note the progress on the work plans for 2011/12(Appendix 1) and to approve the work plans for 2012/13 (Appendix 2).

**2. RECOMMENDATIONS**

2.1 That the following Babergh Task Groups/Panels continue for 2012/13:

- (a) Joint HR Panel
- (b) Joint IT Panel
- (c) Joint Member Integration Board
- (d) Joint Housing Board
- (e) Shared Revenues Partnership

2.2 That the progress of the Joint Committees/Panels during 2011/12 referred to in (b) and (c) as outlined in Appendix 1 be noted.

2.3 That the proposed work plans of the Joint Committees/Panels referred to in (a), (b) and (c) for 2012/13 as set out in Appendix 2 be approved.

2.4 That membership of the Joint Panels/Committees as outlined in Appendix 3 be approved.

**3. FINANCIAL IMPLICATIONS**

All financial implications are included within the 2012/13 budget.

**4. RISK MANAGEMENT**

4.1 This report is most closely linked with the Council's Corporate / Significant Business Risk No. 1 (Political and Managerial Leadership). Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Members not appointed and Joint Committees/Panels unable to function	Very low	Marginal	Discussions already held with Group Leaders

## 5. **CONSULTATIONS**

- 5.1 Consultations have been undertaken with the Joint Committees/Panels, Group Leaders and appropriate officers.

## 6. **EQUALITY ANALYSIS**

- 6.1 Not relevant to this report.

## 7. **SHARED SERVICE/PARTNERSHIP IMPLICATIONS**

- 7.1 These are joint groups established to assist with the integration programme.

## 8. **KEY INFORMATION**

- 8.1 The following Joint Committees/Panels all consider that they should continue next year to enable the work outlined in their work plans to be progressed:-

- (a) Joint HR Panel
- (b) Joint IT Panel
- (c) Joint Member Integration Board
- (d) Joint Housing Board
- (e) Shared Revenues Partnership

- 8.2 Annual reports for the Joint HR Panel, IT Panel and Member Integration Board are attached at Appendices 1 and 2. No reports have been submitted for:-

Joint Housing Board – the appointments to the tenant representatives have only just been confirmed and the Board has not met yet .

Shared Revenues Partnership Committee – also includes Ipswich Borough Council.

- 8.3 The suggested membership for the Joint Committees/Panels has been discussed with the Group Leaders and the proposals are as outlined in Appendix 3.
- 8.4 The calculations showing the allocation of seats to each group is outlined in Appendix 4.

**9. APPENDICES**

Title	Location
Appendix 1 – Progress for 2011/12	Attached
Appendix 2 – Proposed work plans for 2012/13	Attached
Appendix 3 – Suggested Membership	Attached
Appendix 4 - Allocation of seats to groups	Attached

**10. BACKGROUND DOCUMENTS**

None.

Authorship:

Steve Ellwood  
Democratic Services Manager

Tel. 01473 825876  
Email: [committee.services@babbergh.gov.uk](mailto:committee.services@babbergh.gov.uk)

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**JOINT INFORMATION TECHNOLOGY PANEL**

**Work Plan 11/12**

<b>Membership</b>	<p><b>Councillors:-</b>                  Brian Riley (BDC – Chair), Derrick Haley (MSDC – Chair),                  Terence Curran (MSDC), John Deacon (BDC),                  Simon Barrett (BDC), John Matthissen (MSDC)</p> <p><b>Officers:-</b>                  Andrew Hunkin, Katherine Steel, Kevin Peck, Norman Mellor , Carl Reeder</p>	
<b>Functions of Task Group/Panel</b>	<b>Progress</b>	
Develop the overarching ICT strategy to support integration and monitor strategic initiatives to deliver the strategy.	The JMITP has met 4 times in 2011/12  SOCITM Strategic Direction and Route Map  Critical Path for the integration of ICT systems and services	
Oversee and monitor the implementation of the developed ICT strategies by monitoring key milestones and deliverables	First phase of New Generation Network in place  New Website for both councils – Mid Suffolk website up and running  Microsoft Office Upgrade to Office 2007	

# JOINT MEMBER INTEGRATION BOARD

## Work Plan 11/12

<b>Membership</b>	<p><b>BDC Councillors:- Antill, Bavington, Carpendale, Jenkins, Wigglesworth</b></p> <p><b>MSDC Councillors:- Barker, Haley, Otton, Passmore, Stringer</b></p> <p><b>Officers:- Chief Executive, Interim Director of Transformation, Others as Required</b></p>	
<b>Functions of Task Group/Panel</b>	<b>Progress</b>	
<b>Manage, Monitor and Review progress of Integration and Transformation</b>	<p><b>Joint Housing Board</b> with tenants representation established.</p> <p><b>Shared Revenues Partnership</b> serving BDC, MSDC and IBC established, all staff co-located into single team with single terms and conditions, new single IT system. Combined budget £5m, approximately 110 staff representing a 10% reduction in staff.</p> <p>Responsible for collecting £150m Council Tax, £90m Business Rates. Distributing £100m Benefits to 27000 citizens.</p> <p><b>Joint Waste Collection Service</b> continued development to serve approximately 70000 households including rationalisation of rounds, freeing up capacity to develop Brown Bin and Trade Waste Service.</p> <p><b>Planning (Development Control and Planning Policy).</b> Fundamental review, supported by Planning Advisory Service in order to create a single integrated officer structure to serve each of the two Councils.</p>	

	<p><b>Back Office Services</b> incorporates Finance, HR, ICT and Customer Access. Countywide Programme Board established to develop options for future delivery of these services.</p> <p><b>“Fast Track” integration of services</b> where circumstances permit and opportunities arise, e.g. joint Licensing Team, joint Enforcement Team.</p>
<p><b>Develop a New Joint Approach to Communications</b></p>	<p>Development and implementation (e.g. through 2011/12 Budget process) of a Communication Strategy which changes our approach from one focused on providing information to one of involving, engaging and empowering.</p> <p>Principles agreed on joint “branding”, joint Residents’ publication and website provision for both Councils.</p>
<p><b>Review Member and Officer appointments to Joint Boards, Panels and other roles</b></p>	<p>Appointments and roles agreed. Member Panels and “sounding boards” established to guide the workstreams that will deliver Service Integration and Transformation.</p>
<p><b>Receive updates from Joint Appointments Panel on Appointment of Senior Managers (Tiers 1 and 2).</b></p> <p><b>Receive update from Chief Executive on Appointments of Heads of Service (Tier 3)</b></p>	<p>Appointments at Tier 1 and 2 made and approved by each Council.</p> <p>Tier 3 appointments made by Chief Executive.</p>
<p><b>Refresh Business Case following result of “Poll”</b></p>	<p>Business Case, independently evaluated and approved by both Councils which sets the direction of travel for integration and transformation; and identifies the costs to be incurred and savings to be achieved.</p>

<b>Review of Programme Risks</b>	Early alert and action on emerging issues and risks.
<b>Review Delegations of the officer Joint Management Team</b>	Delegations in place and approved by each Council.
<b>Review Inter Authority Agreement</b>	Inter Authority Agreement agreed and in place relating to Governance, Term of Agreement, Policies, Integration of Staff, Member and Officer Liability, Resolution of Disputes, Apportionment of costs and savings.
<b>Review ICT, Accommodation and Customer Access Strategic options</b>	Initial scoping of options requiring further development as we progress service integration and transformation.
<b>Align organisational priorities and processes</b>	<p>A two stage approach implemented:-</p> <p>2012/13 Alignment of existing priorities and processes</p> <p>2013/14 and beyond: Shared priorities to be developed by implementing a shared strategic planning process during 2012/13 which would involve developing a shared evidence base and joint engagement with our communities to determine future priorities and outcomes to be achieved.</p>
<b>Peer Review Proposals</b>	Scope and purpose of Peer Review agreed with agreed dates for the review in May 2012.

<p><b>Organisational and Leadership Development Programme</b></p> <p>A development programme for Members and officers to develop our leadership capacity.</p>	<p>Principles agreed. Investigations under way with a range of partners to develop and deliver the programme.</p>
<p><b>Harmonisation of Pay, Conditions and Working Arrangements for a Single Integrated Officer Structure</b></p>	<p>Harmonisation of terms and conditions for Management Tiers 1-3.</p> <p>Principles and process agreed and under way for remaining Tiers of staffing (Tiers 4 and 5).</p>

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**JOINT HR PANEL**

**Proposed Work Plan 2012/13**

<b>Membership</b>	<b>Councillors: -</b> To be confirmed  <b>Officers: -</b> Jeanette Bray, HR & OD Manager; Peter Quirk, Head of Corporate Organisation, Union representatives from both Councils		
<b>Date of First Meeting in Municipal Year: June</b>			
<b>Functions of Task Group/Panel</b>	<b>Proposed Timescale</b>	<b>Date of Report to Committee</b>	
Develop OD strategies and policies that will assist with the delivery of the councils' Culture and Change Programme	The Panel will meet in June to finalise its work programme	Initial report to JMIB, July 2012	
Develop pay scales for staff below service head level and oversee negotiations through collective agreement			
Develop HR strategies and policies that harmonise employment terms and conditions essential for staff integration			
Develop a Workforce Plan in line with the councils' emerging vision and priorities that allows the councils to plan future staff requirements and skills			
Oversee the development of a joint Trade Union facilities agreement			
Receive reports from the Joint Fairness and Equal Access Group relating to the councils' role as an employer			

# JOINT INFORMATION TECHNOLOGY PANEL

## Proposed Work Plan 12/13

<b>Membership</b>	<b>Councillors:-</b> To be confirmed  <b>Officers:-</b> Andrew Hunkin, Katherine Steel, Kevin Peck, Norman Mellor, Carl Reeder	
<b>Date of First Meeting in Municipal Year: 9-May-2012</b>		
<b>Functions of Task Group/Panel</b>	<b>Proposed Timescale</b>	<b>Date of Report to Committee</b>
Oversee and monitor the implementation of the developed ICT strategies by monitoring key milestones and deliverables of Action Plan which include the following step in the immediate future: 1) Establish network link and put in place trusted relationship 2) Rationalisation of server hosting and virtualisation of servers 3) Bring core applications in line 4) Develop document storage and information management strategies 5) Investigate rollout of digital telephony 6) Investigate extension of service desk 7) Review future ICT provision linked into the review of shared services being undertaken county-wide 8)	Ongoing  Ongoing  April - June April – July  April April April	TBC TBC
Finalise the integrated website for both councils	October	

# JOINT MEMBER INTEGRATION BOARD

## Proposed Work Plan 12/13 Babergh and Mid Suffolk Integration and Transformation Programme

<b>Membership</b>	<b>Councillors:-</b> <p style="text-align: center;">To be determined</p> <b>Officers:- Chief Executive, Interim Director of Transformation, Others as Required</b>	
<b>Date of First Meeting in Municipal Year: 15 May 2012</b>		
<b>Functions of Task Group/Panel</b>	<b>Proposed Timescale</b>	<b>Date of Report to Committee</b>
<u><b>Monitor and Review of Benefits, Costs and Savings of Integration and Transformation</b></u> <ul style="list-style-type: none"> <li>• Anticipated Cost/Benefit: Outturn from 2011/12.</li> <li>• Cost/Benefit: Outturn from Integration and Transformation including Tier 4 appointments and outturn of Voluntary Redundancy programme.</li> <li>• Cost/Benefit: Outturn from Integration and Transformation including appointment of Operational Delivery Teams.</li> </ul>	<p>15 May 2012 JMIB</p> <p>August 2012 JMIB</p> <p>February 2013</p>	<p>30 May 2012 Joint Scrutiny Committee</p> <p>TBA</p> <p>TBA</p>
<u><b>Integrate and Transform the Use of Accommodation</b></u> <ul style="list-style-type: none"> <li>• Approach to be taken, criteria to be applied and timetable for meeting accommodation needs of BDC and MSDC.</li> <li>• Subject to outcome of above, individual/joint Business Case by each Head of Service to identify location and scale of accommodation to be occupied.</li> </ul>	<p>17 April 2012 JMIB consider</p> <p>June – September JMIB</p>	<p>Subject to views of JMIB BDC, Strategy Committee &amp; MSDC Executive Committee</p>

<p><b><u>Review of Member and Officer arrangements for Programme Delivery</u></b></p> <ul style="list-style-type: none"> <li>Monitoring and review of programme workstreams, programme risks and programme governance arrangements, e.g. monitoring and review of Inter Authority Agreement.</li> </ul>	<p>June/ July 2012 JMIB (in parallel with outcome from Peer Review)</p>	<p>TBA Joint Scrutiny Committee</p>
<p><b><u>Peer Review</u></b></p> <ul style="list-style-type: none"> <li>Purpose of review to provide performance management base line/position statement for the Integration and Transformation Programme. To be followed by a review in 18 months to assess the effectiveness of the overall delivery of the Programme.</li> <li>Engage with Peer Review Team</li> <li>Feedback from Peer Challenge process</li> <li>Consider feedback and learning and development points from Peer Review and make any necessary amendments to the overall approach to Service Integration and Transformation and JMIB's Work Plan.</li> </ul>	<p>Agreed by JMIB on 15 Nov. 2011</p> <p>15 May 2012 JMIB</p> <p>17 May 2012 12 June/ July 2012 JMIB</p>	<p>MSDC Executive &amp; BDC Strategy Dates to be agreed</p>
<p><b><u>Transform the Future provision of Back Office Services</u></b></p> <ul style="list-style-type: none"> <li>This incorporates Finance, HR, ICT and Customer Access elements.</li> <li>The county-wide Programme Board is now developing options and JMIB will be kept abreast of developments and will be asked to give a steer and guidance as necessary.</li> <li>The County Council and District and Borough Councils will need to make decisions on the way forward in July when further consideration will be given to JMIB's contribution to this programme.</li> </ul>	<p>15 May 2012 &amp; 12 June 2012 JMIB</p>	<p>Member Seminar /Briefing MSDC 22 May, BDC 24 May</p> <p>MSDC Executive Committee (9 July)</p> <p>BDC Strategy Committee (12 July)</p>

<p><b><u>Transform Customer Access</u></b></p> <ul style="list-style-type: none"> <li>• Approach to be taken, timetable and options for the development of a transformed customer access strategy. The main decisions will follow on from consideration of the provision of back office services.</li> </ul>	<p>August 2012 JMIB</p>	
<p><b><u>Integrate and Transform IT</u></b></p> <p>Receive Recommendations from Joint Member IT Panel:</p> <ul style="list-style-type: none"> <li>• Consider proposals for bringing core applications in line with each other.</li> <li>• Consider document storage and information management strategies.</li> </ul>	<p>12 June 2012 JMIB</p> <p>July JMIB</p>	
<p><b><u>Localism Community Engagement and Neighbourhood Planning</u></b></p> <ul style="list-style-type: none"> <li>• Approach to be taken and timetable to be applied to above.</li> </ul>	<p>JMIB date to be agreed</p>	<p>MSDC Executive &amp; BDC Strategy , dates to be agreed</p>
<p><b><u>Shared Corporate Strategic Plan</u></b></p> <ul style="list-style-type: none"> <li>• <b>Alignment of Strategic Priorities for 2012/13 and Joint Performance Management Framework</b></li> </ul>	<p>13 March 2012 JMIB</p>	<p>10 April 2012 MSDC Executive Committee</p> <p>12 April 2012 BDC Strategy Committee</p>

<b><u>Joint Strategic Planning programme 2013/14 onwards</u></b>		
<ul style="list-style-type: none"> <li>• A series of meetings to review key issues , set the parameters for the programme</li> </ul>	<i>Late May 2012</i>	JMIB/PLG/ Portfolio holders
<ul style="list-style-type: none"> <li>• A series of workshops for councillors in each Council</li> </ul>	15/06/12 and 22/06/12	
<ul style="list-style-type: none"> <li>• JMIB and Council committees Review and approval of outline vision and strategic priorities</li> </ul>	w/c 09/07/12	Executive and Strategy committees
<ul style="list-style-type: none"> <li>• Councillor led programme of Community engagement</li> </ul>	July and August 2012	
<ul style="list-style-type: none"> <li>• A series of workshops for all BDC /MSDC councillors (review of evidence from community engagement phase , further development and agreement on the final vision and strategic priorities)</li> </ul>	w/c 03/09/12	
<ul style="list-style-type: none"> <li>• Formal adoption of the vision and strategic priorities</li> </ul>	w/c 10/09/12 and w/c 24/09/12	Executive and Strategy Committees / Full Council's
<ul style="list-style-type: none"> <li>• Councillor led communication of revised vision and joint strategic priorities</li> </ul>	<i>September 2012</i>	

<p><b><u>Organisational and Leadership Development Programme</u></b></p> <p>Scoping and development of Organisational Development programme:</p> <ul style="list-style-type: none"> <li>• To develop the capacity of the new management cohort and of members to work effectively together to provide strong organisational and community leadership and deliver our Corporate Vision, and Strategic Priorities and Outcomes</li> <li>• That addresses all the key elements of change and transformation; eg people, structure , culture and systems</li> </ul>	<p><i>JMIB June meeting</i></p> <p><i>JMIB at dates to be agreed to consider recommendations from Joint HR panel</i></p>	<p>June /July Executive/ Strategy Committees</p>
<p><b><u>Reputation, Communication and Relationships</u></b></p> <p>Subject to discussions with LGA, develop a communication plan to promote the insights of the Peer Reviews to Local and National Government audiences.</p>	<p>June JMIB</p>	
<p><b><u>Corporate Governance and Constitutional Review</u></b></p> <p>Review of internal Corporate governance arrangements. Each Council to consider whether any changes required to its governance and constitutional arrangements in order to promote Integration and Transformation and to assist in achieving the savings set out in the Business Plan.</p>	<p>JMIB :June/July 2012</p>	<p>If changes required report to Executive &amp; Strategy Committees/Full Councils</p>

<p><b><u>Transforming Services</u></b></p> <p>Develop with Heads of Service and Tier 5 officers a framework and “tool kit” for focused and transformational reviews of all service areas.</p> <p>Roll out a programme of review and transformation of all service areas, which engages with Members and stakeholders, to deliver the Corporate Vision, Strategic Priorities and Outcomes,; and the required savings</p>	<p>September 2012 JMIB</p> <p>October 2012 onwards with results of reviews reported to JMIB</p>	<p>Subject to the outcome of the reviews report may be necessary to Executive &amp; Strategy Committees</p>
<p><b><u>Harmonisation of Pay, Conditions and Working Arrangements for a Single Integrated Officer Structure</u></b></p> <p>Receive update from Joint Management Board on Appointment of Tier 4 Managers.</p> <p>Receive report from Joint Management Board on structure of Tier 5 operational Delivery Teams.</p> <p>Receive report and recommendations from Joint HR Panel on a collective agreement for harmonisation of pay and conditions.</p>	<p>July 2012 JMIB</p> <p>October 2012 JMIB</p> <p>July 2012 JMIB onwards</p>	<p>Recommendations to BDC Strategy Committee &amp; MSDC Executive Committee</p>

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**Joint H R Panel**

D M Busby  
D L Kendall  
D C Rose

**Joint IT Panel**

S R Barrett  
M J Deacon  
B Riley

**Joint Member Integration Board**

A C Bavington  
S Carpendale  
J A Jenkins  
B Riley  
S M Wigglesworth

**Joint Housing Board**

J A Jenkins  
M O Munson  
S M Wigglesworth

**Shared Revenues Partnership Committee\***

A C Bavington  
B Riley

J A Jenkins – Substitute  
A K Pollard – Substitute

\*Also includes Ipswich Borough Council so not included in figures in Appendix 4.

**Appendix 4**

<b>TOTAL SEATS</b>	<b>PARTY</b>	<b>%</b>	<b>14 SEATS TO BE ALLOCATED</b>	<b>ROUND UP/DOWN</b>
12	LIB/DEM	27.9	3.91	4
18	CONS	41.9	5.87	6
3	LAB	7.0	0.98	1
9	IND	20.9	2.93	3
1	OTHER	2.3	0.32	0
		<b>100.0</b>		<b>14</b>