AGENDA

CABINET MEETING

Date: Wednesday 12 June 2013
Time: 3.00 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Garland (Chairman), Greer, Moss, Paine, Mrs Ring and J.A. Wilson

Page No.

1.   Apologies for Absence

2.   Urgent Items

3.   Notification of Visiting Members

4.   Disclosures by Members and Officers

5.   Disclosures of lobbying

6.   To consider whether any items should be taken in private because of the possible disclosure of exempt information

Continued Over/:

Issued on 4 June 2013

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact JANET BARNES on 01622 602242**. To find out more about the work of the Cabinet, please visit www.maidstone.gov.uk

Alison Broom, Chief Executive, Maidstone Borough Council, Maidstone House, King Street, Maidstone Kent ME15 6JQ

KEY DECISION REPORTS

MAIDSTONE BOROUGH COUNCIL

CABINET

12 JUNE 2013

**REPORT OF THE DIRECTOR OF CHANGE, PLANNING AND THE
ENVIRONMENT**

Report prepared by Ryan O'Connell

1. MKIP – PLANNING SUPPORT SHARED SERVICE

1.1 Issue for Decision

1.1.1 To present the business case for entering into a planning support shared service between Maidstone, Swale and Tunbridge Wells Borough Councils

1.2 Recommendation of the Director of Change, Planning and the Environment:

1.2.1 That Maidstone, Swale and Tunbridge Wells Borough Councils enter into a planning support shared service with that covers the identified planning support functions (Appendix 2 to the attached report)

1.2.2 That the single site model identified in the business case be used for the shared service (Appendix 6B - Model 2 of the attached report)

1.2.3 That Maidstone be chosen as the location for the service as a result of the location criteria assessment (Appendix 5 of the attached report) and that authority be delegated to Chief Executives to consider whether and how TUPE should apply to this particular service

1.2.4 That a Shared Planning Support Manager be appointed to manage the shared service and to lead on the implementation and delivery of the service as part of the MKIP Planning Support Shared Service project team (Appendix 3 of the attached report)

1.2.5 That the principle of a single team structure be agreed and the Director of Development and Environment be given delegated authority to finalise the structure, including consideration of a technical officer at each site within cost limits of Appendix 4 of the attached report, for union and staff consultation.

1.2.6   The initial savings split for the shared service be on an investment basis, as set out in Appendix 4 of the attached report, with the costs of service moving toward a volume based costing model as further savings are identified and the volumes of work through the new team can be accurately measured.

1.2.7   That s151s appoint lead accountants from each authority to form a finance group to support the project board and team in developing the setup of the budgets for the Shared Planning Support Service.

1.2.8   That the treatment of the predicted efficiencies in planning officer time for Maidstone and Swale, estimated at £27k-£32k, from transferring validation to the support team be noted as being outside of the scope of this project and for each authority to determine.

1.3   Reasons for Recommendation

1.3.1   The reasons and considerations set out in the attached report, Appendix A – Report of the Director of Development and Environment (Tunbridge Wells).

1.4   Alternative Action and why not Recommended

1.4.1   Alternatives are considered in Appendix A.

1.5   Impact on Corporate Objectives

        Corporate and Customer Excellence

1.5.1   Services are customer focused and residents are satisfied with them

        The vision for the planning support shared service is for a performance focused service that enables the planning departments to deliver quick, effective and accurate planning application determinations to the benefit of residents.

        The land charges teams will be supported by the latest technology and approaches to deliver quick and accurate turnarounds on land charge requests.

1.5.2   Effective cost efficient services are delivered across the borough

        The primary critical success factor for this shared service is efficiencies and the formation of a shared service results in significant savings whilst delivering an efficient quality service.

1.6   Risk Management

1.6.1 Risk Management considerations are set out in Appendix A.

1.7   Other Implications

1.7.1 The financial, staffing, legal and procurement implications are set out
       in Appendix A.

1.8   Relevant Documents

1.8.1 Appendices

       Appendix A – Report of the Director of Development and Environment
       (Tunbridge Wells) – MKIP – Planning Support Shared Service

---

IS THIS A KEY DECISION REPORT?

Yes   No

If yes, when did it first appear in the Forward Plan?

……………………………………4 February 2013…………………………………………………..

This is a Key Decision because: …It represents a significant service development with
significant impacts on staff

Wards/Parishes affected: …………None directly………………………………………………..

CABINET

12 JUNE 2013

REPORT OF THE DIRECTOR OF DEVELOPMENT AND ENVIRONMENT

1. **MKIP – PLANNING SUPPORT SHARED SERVICE**

1.1 Issue for Decision

1.1.1 To present the business case for entering into a planning support shared service between Maidstone, Swale and Tunbridge Wells Borough Councils

1.2 Recommendation of the Director of Development and Environment

1.2.1 That Maidstone, Swale and Tunbridge Wells Borough Councils enter into a planning support shared service with that covers the identified planning support functions (Appendix 2)

1.2.2 That the single site model identified in the business case be used for the shared service (Appendix 6B - Model 2)

1.2.3 That Maidstone be chosen as the location for the service as a result of the location criteria assessment (Appendix 5) and that authority be delegated to Chief Executives to consider whether and how TUPE should apply to this particular service

1.2.4 That a Shared Planning Support Manager be appointed to manage the shared service and to lead on the implementation and delivery of the service as part of the MKIP Planning Support Shared Service project team (Appendix 3)

1.2.5 That the principle of a single team structure be agreed and the Director of Development and Environment be given delegated authority to finalise the structure, including consideration of a technical officer at each site within cost limits of Appendix 4, for union and staff consultation.

1.2.6 The initial savings split for the shared service be on an investment basis, as set out in Appendix 4, with the costs of service moving toward a volume based costing model as further savings are identified and the volumes of work through the new team can be accurately measured.

1.2.7 That s151s appoint lead accountants from each authority to form a finance group to support the project board and team in developing the setup of the budgets for the Shared Planning Support Service.

1.2.8 That the treatment of the predicted efficiencies in planning officer time for Maidstone and Swale, estimated at £27k-£32k, from transferring validation to the support team be noted as being outside of the scope of this project and for each authority to determine.

1.3 Reasons for Recommendation

Background

1.3.1 Planning support was identified as a possible shared service in June 2011 by the MKIP Board (Leaders and Chief Executives of Maidstone, Swale and Tunbridge Wells Borough Councils and a Cabinet Member and Director from Kent County Council) following an away day with Leaders, Cabinet Members and senior officers of the MKIP authorities.

1.3.2 Work commenced on taking planning support forwards in March 2012 with the MKIP programme being agreed by the MKIP Board in June 2012. A Gateway model for taking forward shared service proposals was agreed by the MKIP Board and has been applied to producing the business case for planning support.

Business Case and Follow-Up Actions

1.3.3 In September 2012 a scoping document for planning support was agreed by the MKIP Board and in December 2012 a high level business case (Appendix 6) was approved to go forwards to each authority's respective Cabinet subject to the following actions:

1. Further feasibility testing of the preferred model of a one site location for the shared service.

2. Agreeing the savings split for the service by authority

3. Agree performance levels for the change period

Following production of the report for Cabinet in March 2013 further analysis identified that it would be beneficial to this project to determine location prior to business case approval. An assessment of location criteria has been carried out and scored (Appendix 5).

1.3.4 Please note the business case attached at Appendix 6 is the business case approved by the MKIP Board in December 2012 with the implementation plan updated as at May 2013. Appendix 4 – financial

Appendix – supersedes the finances within the business case at Appendix 6.

Shared Service Vision

1.3.5 Following on from the MKIP Board identifying the priority order of objectives for the Planning Support Shared Service the following critical success factors for the shared service were produced:

1. Efficiencies – Delivery of significant savings through economies of scale, sharing systems, processes and carrying out common work once.
2. Quality – Provision of reliable, accurate and flexible support to the Mid-Kent planning teams in order to enable them to meet their targets.
3. Resilience - Robust cover and sharing of specialisms to reduce the impact of absences and spikes in workload on service quality and provide opportunities for staff to learn and develop.
4. Culture - Creation of a service where the culture is pro-active in serving the Mid-Kent public as a whole and for the benefit of all Mid-Kent planning authorities.

1.3.6 The business case and preferred model for the service have been produced on the basis of maximising the shared service's delivery against those factors. The ambitious vision is of a high performing planning support service that delivers high quality, accurate and timely support to customers including planning departments and external customers with a culture of ownership of overall planning targets, as well as the service's own targets, whilst reducing overall costs to partners.

1.3.7 To do this the planning support staff will be supported in delivering a skilled technical administration and support function able to provide technical functions such as validation with accuracy and provide customer departments with confidence. Providing opportunities to staff within the shared service is crucial to the ethos of providing a high quality planning support service and as such the culture will be one of accountability, ownership and delivery with opportunities for staff to increase knowledge of a wide variety of planning support functions, understanding of the overall planning processes and providing the training and support required to improve the skills of staff, particularly in more technical areas. All of this will need to be underpinned by fit for purpose ICT systems and efficient processes.

1.3.8 Entering into a shared service is an opportunity for investment and review of existing equipment, processes and policies and a significant ambition of entering the shared service is to use this opportunity to reduce inefficiencies and redundant processes, improve equipment and

share best practice. This will be expected to deliver additional efficiencies over time.

1.3.9   This will take a lot of work but once delivered will provide a platform for high quality planning performance at the partner authorities.   A successful, efficient planning support service also provides the opportunity to look at delivering against other wider MKIP objectives to trade and sell services with the possibility of future expansion, in the medium to long term (3-5 years), to other planning authorities once the shared service is established.

1.3.10 In order to produce a successful shared service and to ensure delivery from the investment made by MKIP authorities performance management will be integral to service delivery. Embedding that approach and culture into the team is a crucial part of forming the shared service and robust service level agreements will underpin the service. Performance reporting will be done individually to each authority, sharing performance indicators where suitable but allowing for bespoke local indicators as required. Benchmarking versus pre-shared service performance will be undertaken to ensure that service levels are maintained or improved for each authority and their customers.

Planning ICT System

1.3.11 A procurement process is underway to procure an Environmental Health and Planning System across Maidstone, Swale and Tunbridge Wells Borough Councils. This is in accordance with the aims of the ICT partnership business plan and forms a crucial aspect of delivering a shared planning support service. The planning support shared service business case is built on the assumption that a suitable fit for purpose system will be delivered. The project to do this is being run to its own timetable but provides critical dates for the shared service delivery and as such close links with the ICT project will need to be maintained. It is therefore proposed that a Senior Supplier role (ICT) be included on the project board for the shared service and a supplier role (ICT) to the project team in order to provide assurance of delivery.

1.3.12 Shared services are an expanding market nationally and ICT suppliers have responded to this by providing products that specifically meet shared service needs, such as a means of accessing three separate databases from a single instance of a programme (this is demonstrated through the MKIP Revenues and Benefits shared service and joint system with Swale Borough Council). Work will be carried out throughout the life of both projects (ICT and shared service) to ensure the specifications required by the planning departments and planning support shared service are fed into the development of the ICT system.

1.3.13 The savings identified in the planning support business case do not include the savings deliverable through joint procurement of an ICT system as these are captured by the ICT partnership. This also means that the costs of delivering the ICT system fall within the business plan for ICT and will not attributable to this project.

<u>Planning officer changes and impacts</u>

1.3.14 The steer was given by the MKIP Board that they were happy to consider sharing planning support but that local planning application determination was considered too sensitive and responsive to local requirements to be shared. However, in sharing planning support there will be inevitable consequences for planning. These include changes to tasks carried out by planning officers (such as validation) and the use of new ICT systems and electronic working for planning officers. Sharing planning support allows the sharing of best practice, processes and provides a link to learn from each authority driving further improvements across planning departments.

1.3.15 This will represent changes for planning officers who will also need to be supported and trained over the period of delivery and will feed into the formation of the shared service and specification of a planning ICT system.

1.3.16 There will be efficiencies in planning officer time that arise from the formation of the shared service however as these are outside of the scope of this project they have not been captured in the business case. Estimated efficiencies are £27-32k in value for each of Maidstone and Swale Borough Councils but it will be for each authority to determine the best approach for managing those efficiencies.

1.3.17 A risk has been identified by Heads of Service and planning officers in follow-up work of the numerous tasks that fall outside of standard processes carried out by support staff that they are concerned will fall to planning officers if support is moved off site. These issues are discussed below under feasibility assessment.

<u>Feasibility Assessment</u>

1.3.18 Further work was done on testing the one site location for the shared service following the business case going to the MKIP Board. Work was undertaken with Planning Support team leaders and supervisors on 18 January 2013 to identify any major issues that would prevent this model from operating and to produce service design requirements for the Planning Support Manager to factor into the new service in order to be able to deliver the service from a single location.

1.3.19 No insurmountable issues were identified and a list of requirements for the new service was produced. Whilst it is recognised that there will be significant work required to deliver some of the design requirements they are all considered to be deliverable.

1.3.20 A follow-up meeting was held with planning officers in order to get their early views on the impact of a planning support shared service delivered from a single location with a series of recommended actions arising. Key among them is the recognition that the officers are concerned that removing planning support from on site to a remote location could result in numerous incidental tasks falling to planning officers and putting extra pressures on their time.

1.3.21 The Heads of Service have considered this issue as part of the project team and have identified that there may be benefit to the planning service as a whole in including residual tasks that cannot be removed or handled within the planning support team into a technical officer post at each authority that would form a link between each planning department and the central support team and provide a potential career link into becoming a planning officer. A key recommendation from this work is therefore that the Shared Planning Support Manager (once appointed) would work with the Heads of Service and planning officers to identify and address those functions.

1.3.22 In broad terms three solutions are feasible, the third relating to the provision of a technical officer:

1. Remove the activity - through identifying the processes that produce the activity and re-designing the processes to avoid its creation in the planning office.

2. Remote delivery – design processes that produce the activity to (a) rely on electronic delivery to planning officers (i.e. histories and powerpoint presentations), (b) ensure the activity takes place in the central office (i.e. photocopying to be sent to an external address) or (c) programme the activity to allow time for delivery to the planning officer (i.e. documents for planning officers).

3. Fund an alternative method of delivery –such as through the technical officer solution in 1.3.20. This would be done within the existing cost limits agreed in the business case as functions would transfer to the technical officers from the planning support team.

1.3.23 Another key aspect of the feasibility work has been the identification of significant differences across the three authorities in terms of their current levels of electronic working and the processes used to deliver registered planning applications and planning support services. There will be a significant amount of work to do for the Shared Planning

Support Manager in aligning processes, technologies and cultures across the three planning departments and this represents a significant opportunity for the authorities to share best practice and improve planning and planning support services.

1.3.24 It is recommended that the preferred one site model be confirmed as the model for the shared service.

Savings Split

1.3.25 Chief Executives have been consulted on the preferred method of sharing the savings from the planning support shared service based on the outcomes required by each authority. The initial savings split for the shared service is recommended to be on an investment basis, as set out in Appendix 4, with the costs of service moving toward a volume based costing model as further savings are identified and the time taken to handle the volumes of work through the new team, system and processes can be accurately measured.

Performance levels during change period

1.3.26 The issue of acceptable levels of performance across planning during the change period has been discussed with the Heads of Planning. The principle behind agreeing performance levels is not to make poor performance acceptable but to predict where due to the significant changes expected to the service there may be a temporary impact on performance so that should that occur it can be managed.

1.3.27 The detailed implementation plan from the Planning Support Manager is required before the details of performance impacts over the year April 2013 to April 2014 can be agreed. The Heads of Planning will sign off and need to be satisfied with these impacts and will be part of the project team that agrees the detailed implementation plan.

Employment and budget recommendation

1.3.28 MKIP is currently reviewing its future employment approach and structure with the project due to report to the MKIP Board in June 2013, with reports coming to Cabinets following that date in quarter 2 of 2013/14. As staff will be at a single location it is recommended that the Chief Executives, having regard to the wider employment model work, consider whether staff should be transferred to a single employer for this shared service.

1.3.29 Experience from previous shared services has demonstrated that retaining staff with existing employers can create a complicated situation with budgets as they are retained at each of the authorities. This increases the work required by the Shared Manager for those

services as they need to manage multiple budgets rather than one, including, for example, getting authorisation for staff training from multiple authorities. It is therefore recommended that lead accountants be appointed by s151s for the planning support service and form a finance group to support the work of the project team in developing a suitable budget setup for the Shared Planning Support Manager.

Implementation, Delivery and Next Steps

1.3.30 A high level delivery plan is provided at Appendix 6. A more detailed implementation plan will be produced by the Planning Support Manager and delivered within overall project tolerances. The plan will be closely linked to the ICT implementation plan and as such ICT representation is proposed for both the Project Board and Project Team.

1.3.31 Investment in the service is required in order to deliver it successfully. Proposed investment is set out in the business case and has been factored into the return on investment profile.

1.3.32 There will be a significant amount of work for the Shared Planning Support Manager to carry out. The headline tasks for 2013/14 are:

1. Agree detailed implementation plan

2. Finalise structure and appoint staff

3. Implement new ICT system and align processes

4. Agree performance standards for 2013/14 and up to go live date

5. Produce service level agreements and collaboration agreement

6. Produce a shared service plan

7. Train and develop staff

1.4 Alternative Action and why not Recommended

1.4.1 Alternatives are considered in the Business Case approved by the MKIP Board (Appendix 6) and are not recommended as they do not deliver against the critical success factors to the degree of the preferred option.

1.5   Impact on MKIP Objectives

1.5.1 MKIP's objectives are:

The objectives of the Mid Kent Improvement Partnership are to work together in partnership-

(a)   To improve the quality of service to communities;
(b)   To improve the resilience of service delivery;
(c)   To deliver efficiency savings in the procurement, management and delivery of services;
(d)   To explore opportunities for trading in the medium to long-term;
(e)   To share best practice; and
(f)   To stabilise or reduce the environmental impact of service provision.

1.5.2 Producing shared services delivers against objectives (a), (b), (c) and (e). For Planning Support the primary driver is (c).

1.6   Risk Management

1.6.1 Risks are considered in the Business Case (Appendix 6). Risks involved in the delivery of the shared service will be managed using project controls under the ownership of the project sponsor and a project risk register will be maintained and updated.

1.7   Other Implications

1.7.1

1.	Financial	X
2.	Staffing	X
3.	Legal	X
4.	Equality Impact Needs Assessment	
5.	Environmental/Sustainable Development	
6.	Community Safety	
7.	Human Rights Act	
8.	Procurement	X
9.	Asset Management	

1.7.2 Financial - Appendix 4 to this report sets out the financial implications of entering into the shared service, including the level of investment required and the level of savings expected to be delivered. The method of sharing savings between authorities is also set out in Appendix 4.

1.7.3 Staffing – Forming a planning support shared service will have a significant impact on planning support staff. The first action will be to appoint a Planning Support Manager following all necessary HR consultation processes and procedures and then to confirm, consult, amend and appoint to the new planning support shared service structure. This will follow all HR processes and will include consultation with staff and unions.

1.7.4 Legal – a collaboration agreement will be signed for the shared service and service level agreements will be required to underpin the performance culture of the shared planning support service.

1.7.5 Procurement – The procurement of a joint ICT system will be carried out as part of a separate ICT project but will impact on the planning and timescales for this project.

1.8 <u>Finance and Governance - Cabinet Advisory Board (Tunbridge Wells)</u>

1.8.1 On 28 May 2013 the Finance and Governance Cabinet Advisory Board considered this report and made the following recommendation:

"That the recommendations set out in the report be supported, but that the Tri-Cabinet meeting on 12 June be asked to provide reassurances over Tunbridge Wells-specific service standards during the establishment of the service and post-implementation."

This assurance can be given and paragraph 1.3.10 has been amended to clarify how performance reporting will be carried out, specifically that each authority can have its own indicators, will be reported to individually and will be benchmarked versus pre-shared service performance.

1.9 <u>Relevant Documents</u>

1.9.1 <u>Appendices</u>

Appendix 1 – Project Snapshot (as at 29 May 2013)
Appendix 2 – MKIP Planning Support Functions
Appendix 3 – MKIP Planning Support proposed project board and team
Appendix 4 – Financial appendix and cost split by authority
Appendix 5 – Location criteria assessment

Appendix 6 – Business Case approved by MKIP Board with Appendices
A to F attached (dated December 2012)

1.9.2 <u>Background Documents</u>

Gateway Model Document
Scope of Business Case (Dated September 2012)
Single Location feasibility assessment event notes
MKIP Planning Support meeting with planning officers notes

<div style="border:1px solid black; padding:10px;">

<u>IS THIS A KEY DECISION REPORT?</u>

Yes   [■]   No   [ ]

If yes, when did it first appear in the Forward Plan?

………………………………………4 February 2013……………………………………………..

This is a Key Decision because: …It represents a significant service development with significant impacts on staff

Wards/Parishes affected: …………None directly……………………………………………..

</div>

MKIP PROJECT SNAPSHOT – PLANNING SUPPORT SHARED SERVICE – MBC, SBC, TWBC
PRIMARY SUCCESS FACTOR - SAVINGS
Delivery Model – Shared Service Gateway Model – Gate 2 decision point (business case approval)

Initiated (G1)	Scope Approval (G2)	Business Case Approval (G2)	Business Case Decision Due (G2)	Implementation Date (G3)	Benefits Review (Ben)
June 2012	September 2012	December 2012	June 2013	June 2014	September 2014

Investment table

Item	2013/14	2014/15	2015/16	2016/17	Total Cost
Business Improvement / Delivery Sections	£8,000	£2,700			£10,700
HR Support (0.3 FTE)	£6,400	£1,600			£8,000
Investment (training and equipment)	£2,000	£8,000	£5,000		£15,000
Redundancy & Pension cost allowance		£117,000			£117,000
Additional mileage costs		£15,000	£15,000	£15,000	£45,000
Total	**£16,400**	**£144,300**	**£20,000**	**£15,000**	**£195,700**
Project Support (MKIP central budget)	£15,000	£5,000			

Savings table

	Budget Cost 2013/14	Estimated Cost of Shared Service	Calculated Staff Savings - Based on 2013/2014 Budgets	Less Budget Saving already included 2013/14	Total Net Budget Staff saving per annum
MBC	£253,753	£207,299	£46,454		£46,454
SBC	£303,926	£248,287	£55,639	£21,940	£33,699
TWBC	£403,716	£329,808	£73,908		£73,908
	£961,395	**£785,394**	**£176,001**	**£21,940**	**£154,061**

Other benefits
- Estimated £27-32k saving in planning officer time at Swale and Maidstone
- Post-implementation benefits – streamlined processes, improved processing times, additional savings
- Service positioned to generate income (medium to long term)

Delivery milestones
- **Key - Planning Support Manager appointed – August 2013**
- **Key - ICT procurement decision – August 2013 (Dependency on external project)**
- Agree local functions – September 2013
- **Key - Finalise structure and Staff consultation – December 2013 – February 2014**
- Sign-off SLAs and Collaboration Agreement – March 2014
- **Key - Staff appointed to new structure – April 2014**
- **Key - Combine Sites – April 2014**
- Accounts sign-off – June 2014

Key Dependencies
Joint Planning Support/Environmental Health ICT System procurement project – will impact on timetable directly – dependent on procurement outcome – will need to revise timetable in accordance with ICT project.

Tolerances
- Maximum investment - £215,270 (cost table figure + 10%)
- Maximum timescale – July 2014 (combine sites date + 3 months - to be reviewed following ICT procurement outcome)
- Maximum impact on planning services – action to be completed by Planning Support Manager following completion of detailed implementation plan

Headline Risks

Risk	Control	Action
Performance impact on planning services	Managed through the project by agreeing quality tolerance (see tolerances below)	Managed by Planning Support Manager during delivery
Failure to deliver project impacting on return on investment	Managed through project controls and managing a subset of risks to be identified by the Planning Support Manager	Managed by Planning Support Manager during delivery, maintain a risk register, regular reporting to the Project and MKIP Board
Employment change risks	Numerous risks associated with significant changes for staff. Full project support to the project manager required including HR support	Managed by Planning Support Manager during delivery, maintain a risk register, regular reporting to the Project and MKIP Board
Redundancy cost risks (i.e. maximum redundancy costs are required)	Estimates based on midpoint of lowest and highest redundancy costs.	If likely to occur planning support manager will need to review the business case, revise cashflow projection and get approval from Project and MKIP Board
ICT project risks	Management through the ICT Project	Managed by the Head of ICT (or delegate) through maintaining risk registers and controls in ICT project

Gateway Model

16

Defining → G1 Initiating → G2 Viability/Business Case → G3 Implementation → Benefits

1. Defining the programme – MKIP Board agreed Planning Support inclusion in the programme

2. Initiating the programme – Gateway 1 – MKIP Programme Manager produced programme agreed at Board meeting June 2012, along with critical programme elements including governance arrangements, communications strategy, collaboration agreement templates and consideration of resourcing

3. Viability study/business case – **Gateway 2** – Underway for Planning Support business case scoping showed service was viable, business case produced for December 2012 for MKIP Board, additional feasibility work completed March 2013, **final decision for Cabinet due on 12 June 2013**

4. Implementation – Gateway 3 – Business cases will include implementation timetables and the Shared Planning Support Manager with the project team will need to produce a more detailed implementation plan.

5. Benefits Realisation – Shared Service comes under MKIP governance, regular reporting of benefits delivered and monitoring of continuous improvement

Shared Planning Support Service - Functions

The Shared Planning Support service covers the functions that support the professional planning officers in delivering the development management function, including enforcement and the land charge service for each authority. This includes the following functions and incidental tasks associated with those functions:

Amendments/additional information
Appeals
Committee support
Decision notices
Enforcement complaints
Enforcement Notices
Finance payments and invoices
Handling customer queries
High hedges
Histories
Invalids
Land charges
Pre-apps
Printing PP apps
Registration & validation
S106 monitoring
Scanning
Statistics – performance
TPO's
Weekly list

Support for planning policy functions is not within the remit of the shared planning support service

Support for building control functions is not within the remit of the shared planning support service

MKIP Planning Support Shared Service – Delivery Board and Team

Project Role	Name	Title	Membership
Sponsor	Jonathan MacDonald	Director of Regeneration and Sustainability (TWBC)	Project Board
Senior Customer	James Freeman	Head of Planning (SBC and TWBC)	Project Board
Senior Customer	Rob Jarman	Head of Planning (MBC)	Project Board
Senior Supplier	Andrew Cole	Head of ICT Partnership	Project Board
HR assurance	Nicky Carter	Human Resources Manager	Project Board
Project assurance	Ryan O'Connell	MKIP Programme Manager	Project Board
Senior Supplier/Project Lead	To be appointed	Planning Support Manager	Project Board and Team
Customer (TWBC)	Jane Lynch	Development Manager (TWBC)	Project Team
Customer (SBC)	Andrew Jeffers	Development Manager (SBC)	Project Team
Customer (MBC)	To be confirmed	(Senior) Planning Officer (MBC)	Project Team
Supplier (TWBC)	Denise Haylett	Support Manager (TWBC)	Project Team
Supplier (SBC)	Tony Potter	Business Improvement Officer (SBC)	Project Team
Supplier (MBC)	To be confirmed	Business Support Manager (MBC) or equivalent	Project Team
Supplier (ICT)	To be confirmed	ICT Representative	Project Team
Project Manager	To be appointed	MKIP Project manager	Project Team
Business Analysis	To be appointed	Business Improvement/Business Delivery	Project Team

Investment Base for Cost of Service
Split - Savings Apportioned

	Budget Cost 2013/14	Midpoints Salaries 2013/2014 Rates		Less Budget Saving already included 2013/14	Total Net Budget Staff saving per annum
		Estimated Cost of Shared Service	Calculated Staff Savings - Based on 2013/2014 Budgets		
MBC	£253,753	£207,299	£46,454		£46,454
SBC###	£303,926	£248,287	£55,639	£21,940	£33,699
TWBC	£403,716	£329,808	£73,908		£73,908
	£961,395	**£785,394**	**£176,001**	**£21,940**	**£154,061**

SBC Budget for 2013/14 excludes the saving already included

Note

TWBC budgets have been adjusted for Planning Support Manager covering other activities - 20%

There will be additional efficiencies within Planning in MBC & SBC for validation as this will now be carried out within Planning Support MBC - £27K and SBC £32K.

SBC - There will be further efficiencies within the Planning Policy team as this team collate the statistical data for the service.

Shared Service Delivery - Costs breakdown

Item	2013/14 Cost	2014/15 Cost	2015/16 Cost	2016/17 Cost	2017/18 Cost	Total Cost
Business Improvement / Delivery Sections	£8,000	£2,700				£10,700
HR Support (0.3 FTE)	£6,400	£1,600				£8,000
Investment (training and equipment)	£2,000	£8,000	£5,000			£15,000
Redundancy & Pension cost allowance - Based on the original BC		£117,000				£117,000
Additional mileage costs		£15,000	£15,000	£15,000		£45,000
Total	**£16,400**	**£144,300**	**£20,000**	**£15,000**	**£0**	**£195,700**
Project Support (MKIP central budget)- Supporting Delivery	£15,000	£5,000				

20

Finance Appraisal

This table shows budgeted staffing levels 2013/14

	2013/2014 Budget	**Year 1 (2014/15)**	**Year 2 (2015/16)**	**Years 3-5***
FTE- in Service	34.50	27.70	27.70	27.70
FTE- Outside	3.00	3.00	3.00	3.00
Total FTE	37.50	30.70	30.70	30.70
Change Between Years				
Staff Costs ###	£933,395	£785,394	£785,400	£785,400
Other Costs ^	£28,000	0	0	0
Gross Costs	£961,395	£785,394	£785,400	£785,400
Change Between Years	-	**£176,001**	-	-
Less SBC saving already included within 2013/14 budget		-£21,940		
Net Saving	-	**£154,061**	-	-

Excludes SBC saving already included within the 2013/2014 base budget
^ Refers to external scanning cost at SBC
* Work has not been done to project future savings from year 3 onwards. This report assumes only the first level
of staff savings deliverable . Further savings would be expected and would need to be estimated and delivered
by the Shared Services Planning Support Manager and the business case updated as appropriate.

Cash Flow	**Expenditure**			**Savings**	**Cumulative Cash Flow**
	Capital	**Non Capital**	**Total**		
Year 2013/2014		£16,400	£16,400		-16,400
Year 1		£144,300	£144,300	£154,060	-6,640
Year 2		£20,000	£20,000	£154,060	£127,420
Year 3		£15,000	£15,000	£154,060	£266,480
Year 4		£0	£0	£154,060	£420,540
Year 5		0	£0	£154,060	£574,600
	-	**£195,700**	**£195,700**	**£770,300**	

21

04/06/13

Location	Cost	Travel (see tab 2)	Accommodation	Human Resources Risk Assessment (see tab 3)	Service Need	Score
Maidstone	1. Lowest travel costs in event of all staff transferring 2. Lowest salaries for staff recruitment	Lowest travel and mileage calculation	Expensive office space, will not be recharged between partners as not expected to result in bottom line change for any partner. Office space is flexible to accommodate the service.	Most likely location to be suitable alternative employment for staff. Highest redundancy costs offset by lowest salaries.	Service designed on the principle that the service can be provided from any location	21
Swale	1. Mid to high travel costs in event of all staff transferring 2. Low salaries for recruitment of staff	High travel and mileage calculation	Low cost accommodation though would not be recharged between partners as not expected to result in bottom line change for any partner. Fixed space, have not assessed space availability.	Not likely to be considered suitable alternative employment for Tunbridge Wells staff (higher risk of loss of T Wells knowledge). Middle redundancy costs and salaries.	Service designed on the principle that the service can be provided from any location	15
Tunbridge Wells	1. Highest travel costs in event of all staff transferring 2. Highest salaries for staff recruitment	Most travel and mileage calculation	Low cost accommodation though would not be recharged between partners as not expected to result in bottom line change for any partner. Fixed space, have not assessed space availability.	Not likely to be considered suitable alternative employment for Swale staff (higher risk of loss of Swale knowledge). Lowest redundancy costs offset by highest salaries.	Service designed on the principle that the service can be provided from any location	11

Scoring Key		5 points
		3 points
		1 point

22

Part Time

SBC Staff	no.	Hours	FTE	Additional Miles to MBC per return journey	Additional Miles to MBC per return journey per week	Additional Miles to TWBC per return journey	Additional Miles to TWBC per return journey per week	Additional Miles to SBC per return journey	Additional Miles to SBC per return journey per week	MBC	SBC	TWBC
Vacant		56.00	1.51									
Full Time	5	185	5.00	103	514	312.6	1563					
Part time to 30 hrs	2	60	1.62	41	166	125.4	501.6			41.4		125.4
Part time 21 - 29 hours	4	88.50	2.39	74	223	242	726			74.4		242
Part time less than 20 hours	4	68.25	1.84	86	218	253.6	638			85.6		253.6
	15	457.75	12.37	304	1121	933.6	3428.6			201.4	0	621

MBC Staff	no.	Hours	FTE	Additional Miles to MBC per return journey		Additional Miles to TWBC per return journey per	Additional Miles to TWBC per return journey per week	Additional Miles to SBC per return journey	Additional Miles to SBC per return journey per week	MBC	SBC	TWBC
Vacant		70.75	1.91									
Full Time	3	111.00	3.00			98.6	493	64.4	322			
Part time to 30 hrs	1	30.00	0.81			22.8	91.2	20.8	83.2		20.8	22.8
Part time 21 - 29 hours	1	22.50	0.61			33	99	22.6	67.8		22.6	33
Part time less than 20 hours	5	92.25	2.49			155.2	533.4	72.2	256.4		72.2	155.2
	10	326.50	8.82	0		309.6	1216.6	180	729.4	0	115.6	211

TWBC Staff	no.	Hours	FTE	Additional Miles to MBC per return journey	Additional Miles to MBC per return journey per week	Additional Miles to TWBC per return journey	Additional Miles to TWBC per return journey per week	Additional Miles to SBC per return journey	Additional Miles to SBC per return journey per week	MBC	SBC	TWBC
Vacant		96.00	2.59									
Full Time	12	481.00	13.00	304	1520			647.6	3238			
Part time to 30 hrs			0.00									
Part time 21 - 29 hours			0.00									
Part time less than 21 hours	1	20.00	0.54	5	23			29.2	146	4.6	29.2	0
Adj Planning Support MNGR		-7.40	-0.20									
Trans to bldg control		-59.20	-1.60									
	13	530.40	14.34	309	1543	0		676.8	3384	4.6	29.2	0
	38	1314.65	35.53108	**613**	**2664**	**1243.2**	**4645.2**	**856.8**	**4113.4**	206	144.8	832
Outside service			3.01									
MBC - Less 1 FTE												
Supporting Planning Policy			-1.00									
	38	1314.65	37.54108									
Full time Additional Mileage				**407**	**2034**	**411**	**2056**	**712**	**3560**			
Part time Additional Mileage				206	630	832	2589	145	553			
				613	2664	1243	4645	857	4113			
% Additional Mileage Part time Employees				34%	24%	67%	56%	17%	13%			

A

Shared Service Located at MBC (Assumes maximum additional mileage cost)

	Year 1 (2014/15)	Year 2 (2015/16)	Year 3 (2016/17)	Year 4 (2017/18)	Year 5 (2018/19)
Savings - Staff	-£181,500	-£181,500	-£181,500	-£181,500	-£181,500
Reduction in Land Charge Income		£54,100	£54,100	£54,100	£54,100
Redundancy - One off - As per Original BC	£117,000				
Additional mileage costs	£54,200	£54,200	£54,200		
Delivery Costs	£28,900	£3,000			
Total Net Costs / Savings	£18,600	-£70,200	-£73,200	-£127,400	-£127,400
Cumulative Cost/ Savings	£18,600	-£51,600	-£124,800	-£252,200	-£379,600

Shared Service Located at SBC (Assumes maximum additional mileage cost)

	Year 1 (2014/15)	Year 2 (2015/16)	Year 3 (2016/17)	Year 4 (2017/18)	Year 5 (2018/19)
Savings - Staff	-£181,500	-£181,500	-£181,500	-£181,500	-£181,500
Reduction in Land Charge Income		£54,100	£54,100	£54,100	£54,100
Redundancy - One off - As per Original BC	£117,000				
Additional mileage costs	£82,300	£82,300	£82,300	£13,500	
Delivery Costs	£28,900	£3,000			
Total Net Costs / Savings	£46,700	-£42,100	-£45,100	-£113,900	-£127,400
Cumulative Cost/ Savings	£46,700	£4,600	-£40,500	-£154,400	-£281,800

Shared Service Located at TWBC (Assumes maximum additional mileage cost)

	Year 1 (2014/15)	Year 2 (2015/16)	Year 3 (2016/17)	Year 4 (2017/18)	Year 5 (2018/19)
Savings - Staff	-£181,500	-£181,500	-£181,500	-£181,500	-£181,500
Reduction in Land Charge Income		£54,100	£54,100	£54,100	£54,100
Redundancy - One off - As per Original BC	£117,000				
Additional mileage costs	£92,100	£92,100	£92,100	£22,400	
Delivery Costs	£28,900	£3,000			
Total Net Costs / Savings	£56,500	-£32,300	-£35,300	-£105,000	-£127,400
Cumulative Cost/ Savings	£56,500	£24,200	-£11,100	-£116,100	-£243,500

B

Shared Service Located at and Employed by MBC (Assumes maximum redundancy cost)

	Year 1 (2014/15)	Year 2 (2015/16)	Year 3 (2016/17)	Year 4 (2017/18)	Year 5 (2018/19)
Savings - Staff	-£214,300	-£214,300	-£214,300	-£214,300	-£214,300
Reduction in Land Charge Income		£64,600	£64,600	£64,600	£64,600
Redundancy - SBC & TWBC - One off	£247,500				
Additional mileage costs					
Delivery Costs	£28,900	£3,000			
Total Net Costs / Savings	£62,100	-£146,700	-£149,700	-£149,700	-£149,700
Cumulative Cost/ Savings	£62,100	-£84,600	-£234,300	-£384,000	-£533,700

Shared Service Located at SBC and Vacant posts Employed by MBC (Assumes maximum redundancy cost)

	Year 1 (2014/15)	Year 2 (2015/16)	Year 3 (2016/17)	Year 4 (2017/18)	Year 5 (2018/19)
Savings - Staff	-£198,700	-£198,700	-£198,700	-£198,700	-£198,700
Reduction in Land Charge Income		£60,700	£60,700	£60,700	£60,700
Redundancy -MBC & TWBC One off	£217,600				
Additional mileage costs					
Delivery Costs	£28,900	£3,000			
	£47,800	-£135,000	-£138,000	-£138,000	-£138,000
Cumulative Cost/ Savings	£47,800	-£87,200	-£225,200	-£363,200	-£501,200

Shared Service Located at TWBC and Vacant posts Employed by MBC (Assumes maximum redundancy cost)

	Year 1 (2014/15)	Year 2 (2015/16)	Year 3 (2016/17)	Year 4 (2017/18)	Year 5 (2018/19)
Savings - Staff	-£161,800	-£161,800	-£161,800	-£161,800	-£161,800
Reduction in Land Charge Income		£56,600	£56,600	£56,600	£56,600
Redundancy - MBC &SBC One off	£99,000				
Additional mileage costs					
Delivery Costs	£28,900	£3,000			
	-£33,900	-£102,200	-£105,200	-£105,200	-£105,200
Cumulative Cost/ Savings	-£33,900	-£136,100	-£241,300	-£346,500	-£451,700

C

Shared Service Located at and Employed by MBC (Assumes maximum redundancy cost)

	Year 1 (2014/15)	Year 2 (2015/16)	Year 3 (2016/17)	Year 4 (2017/18)	Year 5 (2018/19)
Savings - Staff	-£214,300	-£214,300	-£214,300	-£214,300	-£214,300
Reduction in Land Charge Income		£64,600	£64,600	£64,600	£64,600
Redundancy - SBC & TWBC - One off	£247,500				
Additional mileage costs					
Delivery Costs	£28,900	£3,000			
	£62,100	-£146,700	-£149,700	-£149,700	-£149,700
Cumulative Cost/ Savings	£62,100	-£84,600	-£234,300	-£384,000	-£533,700

Summary of Costs & Savings - Shared Service Located at and Employed by SBC (with maximum redundancy costs)

	Year 1 (2014/15)	Year 2 (2015/16)	Year 3 (2016/17)	Year 4 (2017/18)	Year 5 (2018/19)
Savings - Staff	-£173,600	-£173,600	-£173,600	-£173,600	-£173,600
Reduction in Land Charge Income		£58,500	£58,500	£58,500	£58,500
Redundancy -MBC & TWBC One off	£217,600				
Additional mileage costs					
Delivery Costs	£28,900	£3,000			
	£72,900	-£112,100	-£115,100	-£115,100	-£115,100
Cumulative Cost/ Savings	£72,900	-£39,200	-£154,300	-£269,400	-£384,500

Summary of Costs & Savings - Shared Service Located at and Employed by TWBC (with maximum redundancy costs)

	Year 1 (2014/15)	Year 2 (2015/16)	Year 3 (2016/17)	Year 4 (2017/18)	Year 5 (2018/19)
Savings - Staff	-£90,700	-£90,700	-£90,700	-£90,700	-£90,700
Reduction in Land Charge Income		£52,300	£52,300	£52,300	£52,300
Redundancy - MBC &SBC One off	£99,000				
Additional mileage costs					
Delivery Costs	£28,900	£3,000			
	£37,200	-£35,400	-£38,400	-£38,400	-£38,400
Cumulative Cost/ Savings	£37,200	£1,800	-£36,600	-£75,000	-£113,400

Planning Support - Cost and Savings notes on options

A The employee structure costed using mid points, with a corresponding allowance for a reduction in income from Land charges. It also shows what the potential increased mileage costs for travelling from another authority if based at that location. All redundancy / pension costs and delivery costs as per Business case - December 2012.

B Hybrid Model -The employee structure costed using the employee's based at that authority and all remainder posts costed using MBC salary rates, with a corresponding allowance for a reduction in income from Land charges. Assumes maximum redundancy / pension costs from the staff not employed by the host authority. Assume no mileage costs as vacant posts will need to employed by MBC . Delivery costs as per Business case - December 2012.

NOTE: HR question about the risks of transferring a service entirely to one authority's location and employing on different authority's terms and conditions

C The employee structure costed using the employee's based at that authority and all remainder posts costed using mid point for that Authority salary scales with a corresponding allowance for a reduction in income from Land charges. Assumes maximum redundancy / pension costs from the staff not employed by the host authority. Assume no mileage costs as vacant posts will need to be employed by the host authority. Delivery costs as per Business case - December 2012.

Planning Support - Gateway Model Business Case – Mid Kent Improvement Partnership Shared Service

Overview
• A project team consisting of the Director of Regeneration and Sustainability (TWBC), the Heads of Planning and Development Manager (MBC, SBC and TWBC), Planning Support Manager, Human Resources Manager and MKIP Programme Manager have looked at the creation of a shared planning support service. • Staff engagement and information events have been carried out by the team including site visits to each authority, briefings to all support staff across the three authorities and a joint event for all staff at Oakwood House. • The preferred model for planning support based on an assessment of critical success factors is Model 2 – 1 site, 1 manager. Whilst the critical success factors assessment supports the 1 manager / 1 site approach, further detailed assessment will be required to determine on a function by function basis whether this model should be adopted across the planning support service. • Sharing planning support using model 2 will deliver improved processes and resilience for the planning support functions whilst delivering minimum savings of £137,000 per annum (see Appendix D for cost of service calculations). • Service improvements will also be expected through the introduction of electronic working, sharing best practice and the size of a single team allowing restructuring to respond to the needs of the service. • Additional efficiencies would be delivered through releasing resource from validation duties at Maidstone and Swale. • Financially it has been possible to make the case for a planning support shared service on the basis of staff savings alone. Further efficiency savings above staff savings will be expected to be delivered above the headline figure of £137,000 as the service progresses.

Purpose of Document

The purpose of this document is to allow the Mid Kent Improvement Partnership Board to take a decision as to whether to progress a shared service for the service described below and scoped by MKIP. The MKIP Board is not a formal decision making body and each authority that is to join the shared service will need to take a formal decision to form a shared service.

The successful delivery of shared services through MKIP has established shared services as a viable means of delivering services for all partners. As a result this is a high level, rather than detailed, Business Case on which the Board will consider whether to proceed. Once approved the details of the business case and shared service will be established, developed throughout the life of the project and delivered. Therefore this document is a living document and will evolve throughout the project subject to project controls.

The documents will be monitored and amended under the ownership of the Project Sponsor throughout the project. Updates on the documents will be provided to the Board on a quarterly basis and any variations beyond the final limits agreed in this document will need to be approved by the MKIP Board.

Service Description

Planning Support – functions that support development management, planning enforcement and conservation. Also includes the land charges functions for the three authorities. Please see scope of business case report for full breakdown.

Feasibility Assessment

The MKIP Board have given the go ahead to look at sharing planning support. The steer from the Board has been clear that planning support is to be looked at distinct from planning (development management and policy) as this is an area that members wish to retain complete local discretion over.

Looking at planning support will have an inevitable indirect impact on the whole of planning. It would not be feasible to share planning support and deliver improvements without this being the case. Each partner will maintain discretion on managing the indirect impacts on planning.

The majority of planning support work can be classified as back office functions and is administrative and process based in nature. It has been demonstrated nationally and through MKIP that those are exactly the kinds of activities that lend themselves to sharing, and in doing so, to delivering efficiency savings. There are other examples that those leading the change will be expected to draw from.

There are examples of sharing planning functions nationally and these will be looked at as the design and implementation of a planning support shared service progresses. For example, Suffolk Coastal and Waveney agreed to share the whole of planning, including support functions, in January 2012 and this may provide some suitable learning points for MKIP.

MKIP has internal examples of successful sharing of administrative, process based, functions. The key example to draw from is revenues and benefits which handles an estimated 70,000 transactions across two authorities. Numerous lessons have been learned and support the view that sharing planning support is feasible, chief among these being that ICT difficulties can be overcome and support shared service delivery which in the case of revenues and benefits took five months. In drawing comparisons between planning support and revenues and benefits it is also important to understand the practical differences between the two services.

The MKIP ICT service is in the process of being implemented and this would be the first shared service to be

implemented with joint ICT to support the process making overcoming technology difficulties easier. It is through the MKIP ICT partnership and in support of its business strategy that the procurement of joined up ICT systems for planning (as a whole) and environmental health will be looked at. This will be done independently of any shared service decision as it is expected to stand up on its own business case, but will clearly form a crucial element of delivering a shared service (see assumptions below).

Some practical considerations remain in delivering a shared service. For example the need and use of physical documents by planning officers and how if a single site for a shared service is used this need can be met. This is not considered to be insurmountable as potential solutions exist including the options of a courier between sites, upgrading the ICT at each site to enable the handling of electronic documents and providing facilities for planners to produce large scale plans as required.

Critical Success Factors

1. Efficiencies – Delivery of significant savings through economies of scale, sharing systems and processes and carrying out common work once.

2. Quality – Provision of reliable, accurate and flexible support to the Mid-Kent planning teams in order to enable them to meet their targets.

3. Resilience - Robust cover and sharing of specialisms to reduce the impact of absences and spikes in workload on service quality and provide opportunities for staff to learn and develop.

4. Culture - Creation of a service where the culture is pro-active in serving the Mid-Kent public as a whole and for the benefit of all Mid-Kent planning authorities.

Models Considered

1. **3 sites with 1 manager**

   See Appendix A for structure (includes 2 options, 1a. and 1b.)

   Option 1a – Recommended for Critical Success Factor assessment

Single Manager	A key lesson learned by MKIP through delivery of all of its previous shared services is the need for an individual with the drive and ability to bring a shared service together and take it forwards. A key principle of shared services is the reduction of common work (i.e. the same activity being performed at more than one authority) and this has a particular impact on management. Another key element of shared services is bringing best practice, policies and processes together; having a single manager more readily enables this to happen. Working across three sites would represent a challenge to the manager post, particularly in creating a single culture across the team and initially there will be a significant requirement on the manager to be present at Swale whilst electronic working is fully introduced. This will need to be carefully managed to deliver an equal service across all three partners.
Technical teams at each site	Technical teams within this model refers to planning support staff who carry out all functions except land charges and scanning.

		A team will be required at each site to provide direct support to their own planning teams.

The numbers of staff would be based on delivery of improved ICT systems and processes for each, but this would impact more at some sites than others. The largest improvement would demonstrably be at Swale with the introduction of electronic working and workflow for all planning staff (including planning officers).

Validation would change at Maidstone and Swale with the full validation process for non-major applications coming into planning support and being moved away from officers. This represents an efficiency as less costly staff would be carrying out the function. In turn this would free up planning officer resource at those two authorities for the service to determine how to utilise as this project does not include planning officers within its scope.   The Heads of Planning have indicated that they support this change and would welcome it, however, major applications would not be fully validated within the support team as a 'cradle to grave' approach with planning officers would be taken for majors, again this is fully supported by the Heads of Planning.

Whilst there would be significant changes driven by new ICT systems and processes at all three sites redesigning team structures at each site represents a lot of work for the manager and would need to be done on a continuous basis over a longer period of time once the service was up and running to drive further efficiencies. Initially the approach taken in order to improve resilience within the shared service would be to cross train staff on a variety of roles so that they can cover absences, rather than have staff specialise. This would help compensate for the fact that cover between sites would be harder to achieve under this model though not impossible with staff expected to cover across sites if required.

Maidstone's staff numbers increase under this model due to the increase in validation work in the team. Planning policy support is also currently carried out from within the existing Maidstone team and has been excluded from this model. The Head of Planning at Maidstone has indicated that he would prefer planning policy to remain part of the team if this is the case then Maidstone's team would be required to grow by 1 FTE to accommodate the work. Maidstone's team is also currently supported by its corporate support model. The scanning element of this is considered below, the contact centre support equates to 0.64FTE and would continue under this model. |
| | Single land charge team | A single land charge team would be created whether operating at one site or three. This is due to the increasing drive to digitise land charges and reduce interactions with customers, particularly on personals searches which are free.

Technology will be crucial to support this change and electronic searches are already carried out at Maidstone and Tunbridge Wells which has allowed a reduction in staffing to take place. The new staffing numbers are based on reducing staff to match Maidstone's 1FTE whilst improving resilience through locating staff at one site.

Analysis of the numbers of searches demonstrates that the volumes of work supported by appropriate processes can be accommodated in a team of this size. |

Table of land charge volumes and existing FTE

	Maidstone	Swale	Tunbridge Wells
Numbers of official searches	***2550***	***1660***	***2161***
Number of personal searches*	796	998	429
Total number of searches	3346	2650	2590
FTE (Existing)	1.0	2.64	2.0

*The aim will be to reduce the method of dealing with personal searches to avoid contact with customers and make this element 'self service' if possible.

It is important to note that land charge legislation prevents land charges from making a surplus over any three year period. Land charge income would therefore be expected to drop by an equivalent amount to any savings delivered through the service through a reduction of fees to the customer. As personal searches are free the cost of dealing with these is not recovered by the council and they therefore need to be minimised.

Single scanning team	With electronic documentation and workflow, scanning, and quality of scanning, underpins the whole process of handling planning applications.

With electronic documentation and workflow, scanning, and quality of scanning, underpins the whole process of handling planning applications.

Currently three different methods of scanning are used across the three authorities – within team (TWBC), corporate support (MBC) and externally (SBC). The amount of resource put into this function breaks down as follows:

MBC	2.4FTE	£48k
SBC	(1.4 FTE)	£28k*
TWBC	2FTE	£40k

*Swale receive a different service level from their external supplier than Maidstone and Tunbridge Wells receive internally. Swale's scanning takes place in order to present information through their website with documents being sent externally with a five day turn around. Maidstone and Tunbridge Wells work with same day scanning onto electronic planning files for officers to work from, with the appropriate information also presented onto the web.

A single team would increase resilience and ensure that the new processes and technology are supported appropriately with service levels equivalent to that received by Maidstone and Tunbridge Wells.

The best method for delivering the scanning requirements of the service has not been determined at this stage. Any of the three methods (within service, corporate support or external) are viable options. The planning support manager leading the shared service would need to determine the best method based on service need and cost, but the final solution will need to cost the same as or less than the estimate used in this business case.

Post would need to be received on one site in order to support this model as this would allow the scanning to take place at the earliest point and start the workflow

	and processing of applications as early as possible. This could present difficulties to the operation of three separate teams as they would currently need to operate from hardcopy documents. This additional challenge could be addressed to an extent through a courier service and through liaising with external bodies requiring hardcopies so that work can be done electronically as far as possible.
Single ICT systems and processes	Underpinning the shared service will be the delivery of improved systems and processes. The staffing numbers used in these models are based on electronic working throughout planning as well as planning support and it is crucial that a single ICT system and set of processes are agreed across the three sites. This will not be an insignificant amount of work and will form the greatest part of the manager's workload in delivering the shared service once the new structures are agreed. Confidence that these proposals are deliverable arises from the three authorities already using three sets of approaches to planning processes, with Maidstone and Tunbridge Wells using electronic working on a greater scale than Swale. The estimates are therefore based on the knowledge that operating planning services in this way is possible. Culturally, implementing these changes will be more difficult across three sites with cross training and support not taking place as organically as if staff were located at one site. However, cross training and visits can be undertaken to help with this and to build up a single team ethic. A clear political steer has been given that local place shaping and decision making on planning are not included within these changes and this will be the case with the focus being on the process driven elements of the service. Close working with the MKIP ICT partnership will be crucial throughout the delivery of the shared service and beyond.

Option 1b – Recommended for Critical Success Factor assessment

Scanning function at each site	In order to reduce the challenge of having planning support teams at different sites from where post is received (an issue identified above under 1a. Single scanning team) it would be possible to have 2FTE scanning requirement delivered at each site. This would require larger scanning staff numbers overall than the single site model and would not be as resilient. However, it would enable post to be received by the scanning teams on the same site as the planning support staff. Maidstone's existing requirement is for 2.4FTE, however, review work carried out with the corporate support manager has indicated that as the scanning team at Maidstone do not receive the post directly this introduces inefficiencies into the process that if resolved would reduce the FTE requirement. This lesson is also important when considering the needs of a single scanning team.

2. 1 site with 1 manager – Recommended for Critical Success Factor assessment

See Appendix B for structure

Single Manager	A key lesson learned by MKIP through delivery of all of its previous shared services is the need for an individual with the drive and ability to bring a shared service together and take it forwards. A key principle of shared services is the reduction of common work (i.e. the same activity being performed at more than one authority) and this has a particular impact on management. Another key element of shared services is bringing best practice, policies and processes together; having a single manager more readily enables this to happen.

Technical Teams split into three roles	An advantage of bringing staff together into a single team on a single site is that they can specialise in areas of the process whilst improving resilience. Heads of Planning have indicated that they support validation being done by the planning support team with the exception of major applications which are critical to the delivery of a quality planning service, have the largest impact on the local area and represent a large proportion of income. For major applications the Heads of Planning would prefer a 'cradle to grave' approach taken by the planning officers. This also allows the three authorities to be in a position to respond to proposals from government that could involve the fee being lost for applications that are not determined in time further increasing the importance of determining majors on time.
	
	Technical Team – Example Functions
	
	• Amendments
	• Decision Notices
	• Pre-Application
	• TPO
	• High Hedges
	• Enforcement Notices
	• Histories
	• Enforcement Complaints
	• Committee Presentations
	• Invoices
	• Phone calls
	
	Validation – Example Functions
	
	• Registering and validating:
	   • Minor
	   • Other
	   • SUBS
	   • TREECAS/TPO
	   • Licensing
	• Printing Planning Portal Planning Applications
	• Production of Weekly List
	
	Majors
	
	The majors team becomes worthwhile within a single team due to the joint

numbers of majors received. Individually these are not significant enough to warrant a specialist team.

Majors 2011/12	Maidstone	Swale	Tunbridge Wells
	70	75	23

The team would liaise directly with planning officers handling majors and would carry out some stages of the validation of those applications though a large part of the validation would sit with the case officer. The team would also concentrate on other important and sensitive elements of the planning service including appeals and s106 monitoring and would cover the rest of team when required though priority would be given to major applications. It maybe that the resourcing for this team needs to be flexible and this is something the Planning Support Manager would need to manage.

Single Land Charges team	A single land charge team would be created whether operating at one site or three. This is due to the increasing drive to digitise land charges and reduce interactions with customers, particularly on personals searches which are free.

Technology will be crucial to support this change and electronic searches are already carried out at Maidstone and Tunbridge Wells which has allowed a reduction in staffing to take place. The new staffing numbers are based on reducing staff to match Maidstone's 1FTE whilst improving resilience through locating staff at one site.

Analysis of the numbers of searches demonstrates that the volumes of work supported by appropriate processes can be accommodated in a team of this size.

Table of land charge volumes and existing FTE

	Maidstone	Swale	Tunbridge Wells
Numbers of official searches	***2550***	***1660***	***2161***
Number of personal searches*	796	998	429
Total number of searches	3346	2650	2590
FTE (Existing)	1.0	2.64	2.0

*The aim will be to reduce the method of dealing with personal searches to avoid contact with customers and make this element 'self service' if possible.

It is important to note that land charge legislation prevents land charges from making a surplus over any three year period. Land charge income would therefore be expected to drop by an equivalent amount to any savings delivered through the service through a reduction of fees to the customer. As personal searches are free the cost of dealing with these is not recovered by the council and they therefore need to be minimised.

Single scanning	With electronic documentation and workflow, scanning, and quality of scanning,

| team | underpins the whole process of handling planning applications.

Currently three different methods of scanning are used across the three authorities – within team (TWBC), corporate support (MBC) and externally (SBC). The amount of resource put into this function breaks down as follows:

MBC	2.4FTE	£48k
SBC	(1.4FTE)	£28k*
TWBC	2FTE	£40k

*Swale receive a different service level from their external supplier than Maidstone and Tunbridge Wells receive internally. Swale's scanning takes place in order to present information through their website with documents being sent externally with a five day turn around. Maidstone and Tunbridge Wells work with same day scanning onto electronic planning files for officers to work from, with the appropriate information also presented onto the web.

A single team would increase resilience and ensure that the new processes and technology are supported appropriately with service levels equivalent to that received by Maidstone and Tunbridge Wells.

The best method for delivering the scanning requirements of the service has not been determined at this stage. Any of the three methods (within service, corporate support or external) are viable options. The planning support manager leading the shared service would need to determine the best method based on service need and cost, but the final solution will need to cost the same as or less than the estimate used in this business case.

Post would need to be received on one site in order to support this model as this would allow the scanning to take place at the earliest point and start the workflow and processing of applications as early as possible. The operation of the planning support team from a single site would work well with this approach.

| Single ICT systems and processes | Underpinning the shared service will be the delivery of improved systems and processes. The staffing numbers used in these models are based on electronic working throughout planning as well as planning support and it is crucial that a single ICT system and set of processes are agreed across the three sites. This will not be an insignificant amount of work and will form the greatest part of the manager's workload in delivering the shared service once the new structures are agreed.

Confidence that these proposals are deliverable arises from the three authorities already using three sets of approaches to planning processes, with Maidstone and Tunbridge Wells using electronic working on a greater scale than Swale. The estimates are therefore based on the knowledge that operating planning services in this way is possible.

A one site model would allow cross training and support to occur organically but this will need to be supported by a programme of training and support for all staff.

A clear political steer has been given that local place shaping and decision making on planning are not included within these changes and this will be the case with

the focus being on the process driven elements of the service.

Close working with the MKIP ICT partnership will be crucial throughout the delivery of the shared service and beyond.

3. **Start with 3 sites and merge to 1 site over agreed timescale - Not Recommended to go forward for Critical Success Factor assessment**

Structure at April 2014 same as model 1a. Structure at April 2015 same as model 2.

This model has been considered in order to provide a variation in implementation of the service for comparison to models 1 and 2. In essence the plan would be to have a single manager, followed by single land charge and scanning teams. From April 2014 to April 2015 work would be done to bring planning support and the wider planning teams up to speed on the new ICT system and processes and to share best practice. Once each planning department, with on site support from planning support, have been brought to the same level a single planning support team would then be created at one of the authorities to realise further efficiencies.

It is not recommended that this go forwards for assessment at the disadvantages of putting staff through two major change processes and delaying the benefits of model 2 are not outweighed by the only significant benefit of allowing more time to bring each site up to the same level of systems and processes.

Advantages	Disadvantages
Extra time to bring all authorities up to same level of technology and processes before implementing full service	Staff go through two major change processes with two sets of risk of redundancy and two sets of implementation costs
Initial savings from three site model delivered	Hard to create a single team culture initially
Potential for additional savings when combining to one site arising from Manager having understanding of each authority's needs when designing single site service	Takes longer to implement and there is a risk that cultures of each site will become embedded in shared service prior to one site change.

4. **No change (for comparison)**

See Appendix C – structure provided for comparison to new models.

Critical Success Factor Assessment

1. **Efficiencies – Delivery of significant savings through economies of scale, sharing systems and processes and carrying out common work once.**

Efficiencies	Comments	Score (out of 45)
Model 1a	This factor has been used as a quantifiable factor of cost of service. The work done in designing the service structures has taken into account economies of scale, sharing systems and carrying out common work once. The maximum score has been given to the lowest cost service and the others scored relative to that (See Appendix D for cost estimates and breakdown).	31
Model 1b	See above	26
Model 2	See above	45

2. **Quality – Provision of reliable, accurate and flexible support to the Mid-Kent planning teams in order to enable them to meet their targets.**

Quality	Comments	Score (out of 20)
Model 1a	Three sites supported by improved ICT and processes would represent a good quality service to the planning departments. On site location at each authority would also allow close working with planning officers and enable staff to have face to face contact and carry out minor tasks and location based duties for the teams. Disadvantages arise from the issue of post coming in at one site in order to drive the new processes through scanning to enable electronic working. The quality of service received from the Planning Support Manager would be diminished by operating across three sites and would have to be carefully managed.	12
Model 1b	Three sites supported by improved ICT and processes would represent a good quality service to the planning departments. On site location at each authority would also allow close working with planning officers and enable staff to have face to face contact and carry out minor tasks and location based duties for the teams. Disadvantages arise from the quality of service received from the Planning Support Manager being diminished by operating across three sites and this would have to be carefully managed.	14
Model 2	A single site would enable the use of electronic working to be fully maximised driven by receipt of post at one point with a larger team brought together able to specialise on priority and sensitive areas such as major applications and appeals. The planning support manager would be able to maximise their time and efforts by being at one site and embedding a team ethic and culture whilst improving processes and policies. They would be able	16

to visit the planning teams at other sites as appropriate.

Disadvantages are that remaining hardcopies from the processes would need to be couriered between sites introducing a delay in receipt (though this would be mitigated by electronic working) and not having an on site presence to provide face to face contact with planning officers.

3. **Resilience - Robust cover and sharing of specialisms to reduce the impact of absences and spikes in workload on service quality and provide opportunities for staff to learn and develop.**

Resilience	Comments	Score (out of 20)
Model 1a	Resilience improvements will be deliverable through cross training staff within each individual team. Resilience in land charges would be improved through a single team. Resilience in scanning would be achieved through a single team. Working across sites reduces the overall resilience of the service though staff could be required to work at different sites from time to time. Additional opportunities for staff will be limited with individual team structures, though if opportunities arose across sites those would be available to MKIP staff.	10
Model 1b	Resilience improvements will be deliverable through cross training staff within each individual team. Resilience in land charges would be improved through a single team. Working across sites reduces the overall resilience of the service though staff could be required to work at different sites from time to time. A split scanning team introduces a weakness in terms of resilience as this process drives the timescales for planning applications and having two staff on one site could lead to backlogs in the event of absences or support being required from within the wider planning support team. Additional opportunities for staff will be limited with individual team structures, though if opportunities arose across sites those would be available to MKIP staff.	7
Model 2	The greatest resilience is achieved through locating staff on one site. This naturally lends itself to more cover being available in the event of absences planned or unplanned. In addition the three team design enables resilience on priority areas, whilst cross training would enable	17

37

each team to support another as required.

There will be greater opportunities for staff within a single team as there would be multiple areas to learn and focus on and cross training and support would be available from within the team. It will be important to keep up links with each of the planning departments should opportunities for support staff arise within the wider planning sections.

4. **Culture - Creation of a service where the culture is pro-active in serving the Mid-Kent public as a whole and for the benefit of all Mid-Kent planning authorities.**

Culture	Comments	Score (out of 15)
Model 1a	Creating a single team culture across three sites, particularly where each site already operates differently from the others will be extremely challenging for the Planning Support Manager. Teams are likely to identify more with the planning section and geographic location than with serving the Mid-Kent public as a whole.	7
Model 1b	Creating a single team culture across three sites, particularly where each site already operates differently from the others will be extremely challenging for the Planning Support Manager. Teams are likely to identify more with the planning section and geographic location than with serving the Mid-Kent public as a whole.	7
Model 2	A single site for the team will enable the creation of a single team ethic supporting each other in delivering to their customers. This should not be mistaken for assuming that this will be easy and will require careful thought, planning and full engagement of planning support staff. In so doing however, the resilience and quality of service would be expected to improve.	15

Preferred Model

Based on the Critical Success Factors scoring model 2 is the preferred model and clearly demonstrates that a shared service is not only feasible but would deliver significant benefits for the three partners in quality, resilience and reduced costs.

Whilst the critical success factors assessment supports model 2, further detailed assessment will be required to determine on a function by function basis as to whether this is the model that should be adopted across the planning support service as options 1a and 1b also demonstrate that a shared service is feasible and would deliver benefits.

	Model 1a	Model1b	Model 2
Efficiencies	31	26	45
Quality	12	14	16
Resilience	10	7	17
Culture	7	7	15
Total	60	54	93
			PREFERRED

Next Steps

Set-out and agree method of cost split for Cabinet decision – January –March 2013
Agree minimum acceptable service levels for the change period – January – March 2013
Tri-Cabinet Meeting for final approval – March 2013
Appointment of Planning Support Manager – March – May 2013
Determine service location on service need and cost basis –March - May 2013

Staff Input

Staff site visits took place in June 2012 by small teams of staff to look at each partner's validation processes and working environment.

A staff briefing note was presented to all staff in August 2012.

A staff briefing event was held on 12 November 2012 to update staff and provide them with the opportunity to ask questions regarding the proposals coming forward.

Follow-up meetings with Heads of Service have been held and a list of questions and answers produced.

Following a decision to enter into a shared service staff are formally consulted on proposals and then would be fully engaged in the implementation of a shared service.

Timescales and Project Plan

See Appendix E

Assumptions

The key assumption is that the business case for ICT procurement is successful and is delivered on time and that electronic working can be embedded across the authorities.

It is assumed that the existing working practices at the authorities are replicable at the other authorities

The structures used to make the broad assessments in this business case assume that work volumes (i.e. application numbers) across the partners will remain roughly consistent in order to support the work estimates (see Appendix F for 2011/12 figures).

Shared Service Delivery Requirements

Item	2013/14 Cost	2014/15
Business Improvement/Delivery Sections	£10,700	£0
HR Support (0.2FTE)	£6,200	£0
Investment (training and equipment)	£12,000	£3000
Redundancy cost allowance	£117,000 (Average cost between lowest and highest values)	£0
Total	**£145,900**	**£3,000**
Project Support (MKIP central budget)	£20,000	

Finance Appraisal

This table shows the staffing levels as at 2012/13, in Year 1 (delivery of the shared service) and Year 2 (operation of shared service)

	2012/2013 Budget	Year 1 (2013/14)	Year 2 (2014/15)	Years 3 -5*
FTE – in Service	37.1	37.1	30.0	30.0
FTE – Outside	0.6	0.6	0.6	0.6
Total FTE	37.7	37.7	30.6	30.6
Change between Years		-	-7.1	-
Staff Costs	£941,100	£941,100	£777,900	£777,900
Other Costs[1]	£28,000	£28,000	0	0
Reduction in Land Charge Income [2]			£54,100	£54,100
Net cost	£969,100	£969,100	£832,000	£832,000
Change between Years	-	-	-£137,100	-

*Work has not been done to project future savings from year 3 onwards. This business case assumes only the first level of staff savings deliverable. Further savings would be expected and would need to be estimated and delivered by the Planning Support Manager and this business case updated as appropriate.

Cash flow	Expenditure			Savings	Cumulative Cash Flow
	Capital	Non-capital	Total		
Year 1	-	£145,900	£145,900	-	-£145,900
Year 2	-	£3,000	£3,000	£137,100	-£11,800
Year 3	-	-		£137,100	£125,300
Year 4	-	-		£137,100	£262,400
Year 5	-	-		£137,100	£399,500
Totals	-	£148,900	£148,900	£548,400	

---

[1] Refers to external scanning cost at SBC

[2] Land Charge service need to be shown at a breakeven level

Risks

Risk	Control	Action
Performance impact on planning services	Managed through the project by agreeing quality tolerance (see tolerances below)	Managed by Planning Support Manager during delivery
Failure to deliver project impacting on return on investment	Managed through project controls and managing a subset of risks to be identified by the Planning Support Manager	Managed by Planning Support Manager during delivery, maintain a risk register, regular reporting to the Project and MKIP Board
Employment change risks	Numerous risks associated with significant changes for staff. Full project support to the project manager required including HR support	Managed by Planning Support Manager during delivery, maintain a risk register, regular reporting to the Project and MKIP Board
Redundancy cost risks (i.e. maximum redundancy costs are required)	Estimates based on midpoint of lowest and highest redundancy costs.	If likely to occur planning support manager will need to review the business case, revise cashflow projection and get approval from Project and MKIP Board
ICT project risks	Management through the ICT Project	Managed by the Head of ICT (or delegate) through maintaining risk registers and controls in ICT project

Project Governance

Project Board

Project Sponsor – Jonathan MacDonald, Director (TWBC)
Senior Customer(s) – Rob Jarman, James Freeman (Heads of Planning, MBC, SBC, TWBC)
Senior Supplier(s) – Ryan O'Connell (MKIP Programme Manager), Andrew Cole (Head of ICT Partnership)
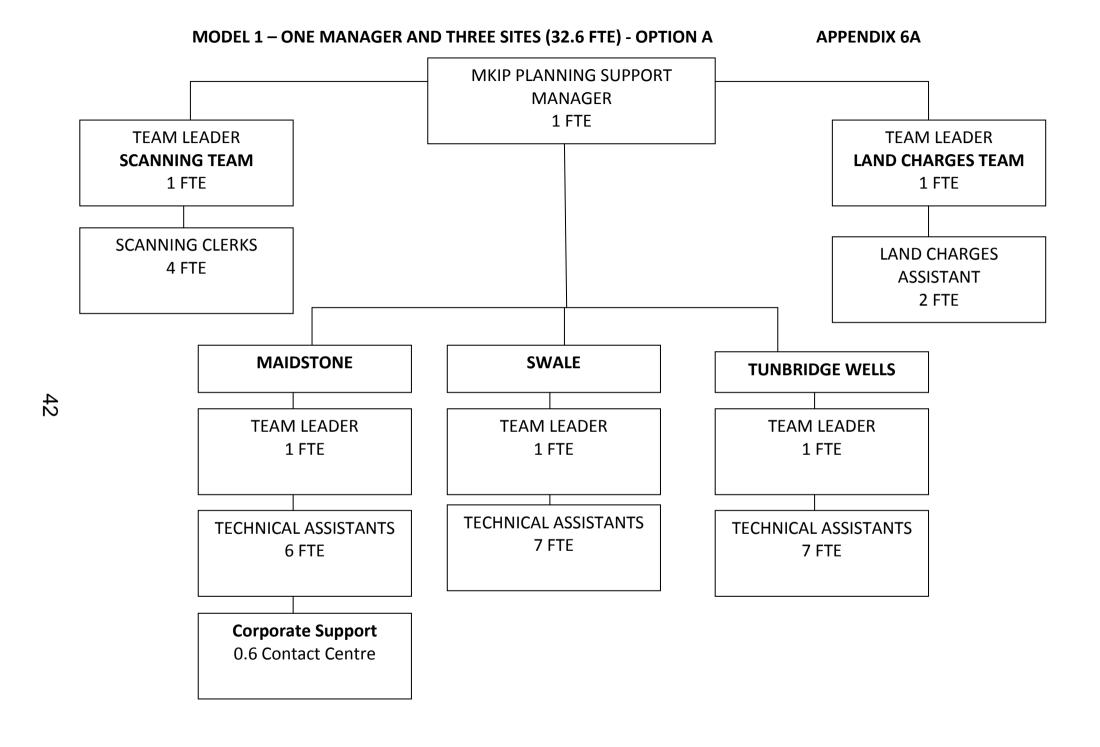
Maximum Tolerances

Maximum cost - £163,790 (£148,900 +10%)
Maximum timescale – Delivery by April 2014
Maximum impact on planning services – no drop below agreed targets (to be confirmed by March 2013)
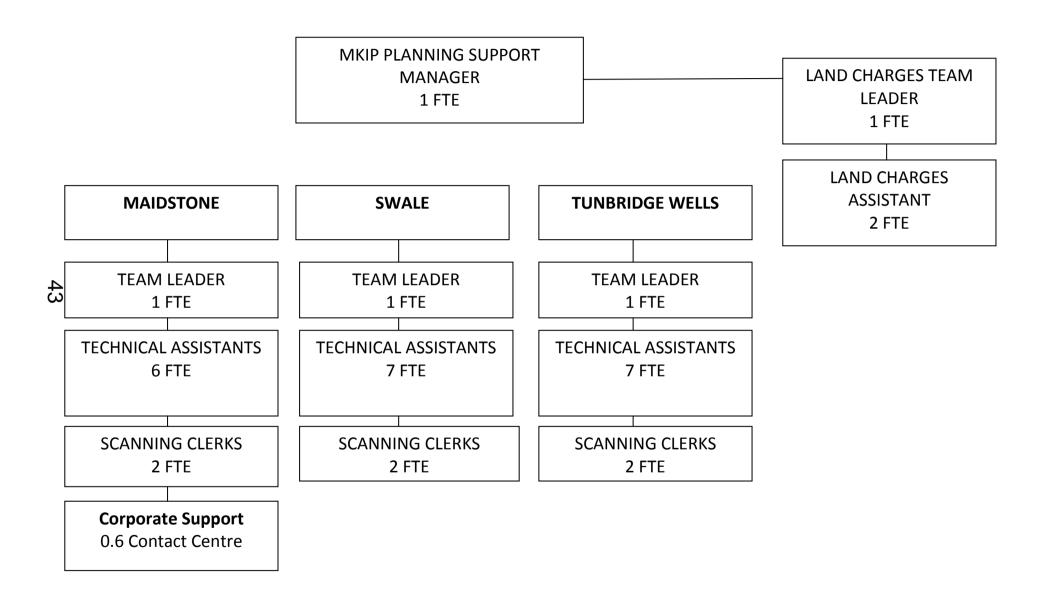
MODEL 1 – ONE MANAGER AND THREE SITES (32.6 FTE) - OPTION A

42

Organisational chart:

- **MKIP PLANNING SUPPORT MANAGER** — 1 FTE
  - **TEAM LEADER SCANNING TEAM** — 1 FTE
    - **SCANNING CLERKS** — 4 FTE
  - **TEAM LEADER LAND CHARGES TEAM** — 1 FTE
    - **LAND CHARGES ASSISTANT** — 2 FTE
  - **MAIDSTONE**
    - **TEAM LEADER** — 1 FTE
      - **TECHNICAL ASSISTANTS** — 6 FTE
        - **Corporate Support** — 0.6 Contact Centre
  - **SWALE**
    - **TEAM LEADER** — 1 FTE
      - **TECHNICAL ASSISTANTS** — 7 FTE
  - **TUNBRIDGE WELLS**
    - **TEAM LEADER** — 1 FTE
      - **TECHNICAL ASSISTANTS** — 7 FTE

MODEL 1 – ONE MANAGER AND THREE SITES (33.6 FTE) – OPTION B   APPENDIX 6A

```
┌─────────────────────────────┐
│   MKIP PLANNING SUPPORT      │                    ┌──────────────────────┐
│        MANAGER              │────────────────────│ LAND CHARGES TEAM    │
│        1 FTE                │                    │      LEADER           │
└─────────────────────────────┘                    │      1 FTE            │
                                                    └──────────────────────┘
                                                              │
                                                    ┌──────────────────────┐
                                                    │   LAND CHARGES        │
                                                    │    ASSISTANT          │
                                                    │     2 FTE             │
┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐ └─────────┘
│    MAIDSTONE     │  │     SWALE        │  │ TUNBRIDGE WELLS  │
└──────────────────┘  └──────────────────┘  └──────────────────┘
         │                    │                      │
┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│   TEAM LEADER    │  │   TEAM LEADER    │  │   TEAM LEADER    │
│     1 FTE        │  │     1 FTE        │  │     1 FTE        │
└──────────────────┘  └──────────────────┘  └──────────────────┘
┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│TECHNICAL ASSISTANTS│ │TECHNICAL ASSISTANTS│ │TECHNICAL ASSISTANTS│
│     6 FTE        │  │     7 FTE        │  │     7 FTE        │
└──────────────────┘  └──────────────────┘  └──────────────────┘
┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│ SCANNING CLERKS  │  │ SCANNING CLERKS  │  │ SCANNING CLERKS  │
│     2 FTE        │  │     2 FTE        │  │     2 FTE        │
└──────────────────┘  └──────────────────┘  └──────────────────┘
┌──────────────────┐
│ Corporate Support │
│ 0.6 Contact Centre│
└──────────────────┘
```

43

MODEL 2 – ONE MANAGER AND ONE SITE (30.6 FTE)   **APPENDIX 6B**

```
                        ┌─────────────────────────┐
                        │ MKIP PLANNING SUPPORT   │
                        │        MANAGER          │
                        │        1 FTE            │
                        └─────────────────────────┘
```

TEAM LEADER
SCANNING TEAM
1 FTE

SCANNING CLERKS
4 FTE

TEAM LEADER
LAND CHARGES TEAM
1 FTE

LAND CHARGES
ASSISTANT
2 FTE

Corporate Support
0.59 Contact Centre

TEAM LEADER
TECHNICAL TEAM
1 FTE

TECHNICAL ASSISTANTS
7 FTE

TEAM LEADER
VALIDATION TEAM
1 FTE

TECHNICAL ASSISTANTS
7 FTE

TEAM LEADER
MAJORS TEAM
1 FTE

TECHNICAL ASSISTANTS
4 FTE

Tunbridge Wells	Swale	Maidstone

Tunbridge Wells

Support Manager – 1 fte

Team Leader Technical 1 fte

Technical Assistants 4 fte

Scanning Clerks 2 fte

Team Leader Validation 1 fte

Validations Assistants 3.5 fte

Land Charge Assistants 2 fte

Swale

Development Manager

Senior Technical Officer 0.8 fte

Senior Planning Technical Assistants 0.8 fte

Planning Technical Assistants 1 fte

Land Charges Assistant 2.6 fte

Planning Admin Manager 1.2 fte

Senior Admin Officer 1 fte

Senior Admin Officer 1 fte

Planning Admin Officers 1.9 fte

Technical Assistants 2 fte

Corporate:
External Scanning - £28K = 1.5 fte
Planning Officer Validation – 0.6 fte (excluded from total below)

Maidstone

Business Support Manager – 1 fte

DC Support Supervisor 0.9 fte

Technical Support Officers 4.92 Fte (Includes 1 fte support for Policy)

Partnership Technical Manager 1 fte

Land Charge Assistant 1 fte

Corporate:
Corporate Scanning = 2.42 fte
Contact Centre = 0.6 fte
Planning Officer Validation – 0.6 fte (excluded from total below)

TOTAL SUPPORT STAFF: 14.5 FTE	**TOTAL SUPPORT STAFF: 13.8 FTE**	**TOTAL SUPPORT STAFF: 10.84 FTE**

45

Planning Support - Comparison of Structure Costs as at 22 November 2012

Option	Salary Basis	FTE	Estimated Cost	Change in FTE	Calculated Staff Savings	Reduction in Land Charge Income	Net Saving	Potential Redundancy & Pension Costs			Critical Success
								Lowest	Highest	Average	
Existing Structure Add SBC Scanning cost (Assumme is contract)		37.7	£941,103 £28,000 £969,103								
Model 1A - 1 Manager, 3 Sites, separate scanning team	Mid Points	32.6	£827,399	-5.14	-£141,704	£54,131	-£87,572	£0	£194,532	£97,266	
Model 1A - 1 Manager, 3 Sites, separate scanning team	Average Actual Salary	32.6	£812,047	-5.14	-£157,056	£53,700	-£103,356	£0	£194,532	£97,266	31
Model 1B - 1 Manager, 3 Sites, Scanning included within Authority team	Mid Points	33.6	£843,843	-4.15	-£125,260	£54,131	-£71,129	£0	£170,202	£85,101	
Model 1B - 1 Manager, 3 Sites, Scanning included within Authority team	Average Actual Salary	33.6	£828,941	-4.15	-£140,162	£53,700	-£86,462	£0	£170,202	£85,101	26
Model 2 - 1 Manager, 1 Site	Mid Points	30.6	£777,885	-7.14	-£191,218	£54,131	-£137,087	£0	£233,626	£116,813	
Model 2 - 1 Manager, 1 Site	Average Actual Salary	30.6	£764,112	-7.14	-£204,991	£53,700	-£151,291	£0	£233,626	£116,813	45

46

	Key Date	ICT	HR	Finance	Service/Support Manager	Planning Officers	Comms
Jun-13	CABINET DECISION	PROCUREMENT		AGREE COST SPLIT METHOD	DETERMINE LOCATION	USER SPECIFICATION	DECISION TO ALL
Jul-13		PROCUREMENT	MANAGER CONSULTATION			USER ASSESSMENT	
Aug-13	PROC DECISION	INSTALL AND TRAINING	APPOINT MANAGER	APPOINT ACCOUTING GROUP		USER ASSESSMENT	DECISION TO ALL
Sep-13		INSTALL AND TRAINING		ACCOUNTING GROUP WORK	AGREE LOCAL FUNCTIONS/ APPOINT ICT GROUP	ICT GROUP APPOINTMENT	
Oct-13		INSTALL AND TRAINING		ACCOUNTING GROUP WORK	SLAS AND CA START	SLA CONSULTATION	HEADS OF SERVICE CONSULTATION
Nov-13		INSTALL AND TRAINING	STAFF STRUCTURE	ACCOUNTING GROUP WORK	AMEND PROPOSED STRUCTURE	TRAINING AND INVOLVEMENT	
Dec-13		INSTALL AND TRAINING	STAFF CONSULTATION	ACCOUNTING GROUP WORK	ALIGN PROCESSES, POLICY AND TARGETS	TRAINING AND INVOLVEMENT	
Jan-14		INSTALL AND TRAINING	STAFF CONSULTATION	ACCOUNTING GROUP WORK	ALIGN PROCESSES, POLICY AND TARGETS	TRAINING AND INVOLVEMENT	
Feb-14		INSTALL AND TRAINING	AMEND STRUCTURE	ACCOUNTING GROUP WORK	CONFIRM NEW STRUCTURE	TRAINING AND INVOLVEMENT	DECISION TO ALL
Mar-14		INSTALL AND TRAINING	STAFF APPOINT	ACCOUNTING GROUP WORK	SLAS AND CA SIGN OFF	TRAINING AND INVOLVEMENT	
Apr-14	MODEL COMMENCE	INSTALL AND TRAINING	STAFF APPOINT	ACCOUNTING GROUP WORK	ALIGN PROCESSES, POLICY AND TARGETS	TRAINING AND INVOLVEMENT	COMMENCEMENT TO ALL
May-14		SHARED SERVICE DELIVERY SUPPORT	TEAM BUILDING AND SUPPORT	ACCOUNTING GROUP WORK	DELIVERY	SUPPORT	
Jun-14		SHARED SERVICE DELIVERY SUPPORT	TEAM BUILDING AND SUPPORT	ACCOUNT AGREEMENT SIGN OFF	DELIVERY	SUPPORT	
Jul-14		SHARED SERVICE DELIVERY SUPPORT	TEAM BUILDING AND SUPPORT		DELIVERY	SUPPORT	
Aug-14	PROJECT REVIEW	ONGOING SUPPORT	TEAM BUILDING AND SUPPORT		DELIVERY	SUPPORT	POST PROJECT BOARD REPORT

Total Application Types Received April 2011 - March 2012

Application Type	Number of Applications		
	Swale	**Maidstone**	**TWBC**
Major	75	70	23
Minor	300	403	389
Other	1130	1191	1273
Total	**1505**	**1664**	**1685**
% of Delegated decisions	89%	94%	96%
Number of land charges official searches	1660	2550	2161
Number of land charges personal searches	998	796	429
Number of Planning Appeals Received	56	48	66
Number of enforcement notices	45	13	13
Number of PCN's Served		33	12
Number of enforcement complaints	528	549	589

MAIDSTONE BOROUGH COUNCIL

CABINET

12 JUNE 2013

REPORT OF THE DIRECTOR OF CHANGE, PLANNING AND THE ENVIRONMENT

Report prepared by Ryan O'Connell

1.   ENVIRONMENTAL HEALTH SHARED SERVICE

1.1   Issue for Decision

1.1.1 To present the Environmental Health Shared Service business case for approval to enter into a shared service.

1.2   Recommendation of the Director of Change, Planning and the Environment:

1.2.1 That approval be given in principle for the creation of a shared Environmental Health Service between Maidstone, Swale and Tunbridge Wells Borough Councils;

1.2.2 That a two site model, located at Swale and Tunbridge Wells, with a single shared Environmental Health Manager be developed as the preferred model, with the stipulation that Maidstone be treated as a single territory for the delivery of its food and commercial premises inspections;

1.2.3 That an interim Shared Environmental Health Manager be appointed for a period of 6 months to develop the organisational and operational arrangements for the shared service, including identifying the financial implications of the model and reviewing the service delivery arrangements for premises inspections and environmental permitting for the partnership as a whole ; and

1.2.4 That Overview and Scrutiny be invited to comment on the proposed operational model for the shared service before final approval and that delegated authority for this decision be given to the respective portfolio holders for Environmental Health at each authority.

1.3   Reasons for Recommendation

1.3.1   The reasons and considerations set out in the attached report,
        Appendix A – Report of the Director of Development and Environment
        (Tunbridge Wells).

1.4   Alternative Action and why not Recommended

1.4.1   Alternatives are considered in Appendix A.

1.5   Impact on Corporate Objectives

        For Maidstone to be a decent place to live

1.5.1   Continues to be a clean and attractive environment for people who live
        in and visit the Borough

        The primary driver behind the shared service is delivering resilience in
        the Environmental Health service which will help to deliver against this
        objective.

        Corporate and Customer Excellence

1.5.2   Effective cost efficient services are delivered across the borough

        Shared services are a means of delivering efficient services through
        working with partners. In this case improved resilience will be
        delivered without increasing the overall cost of the service.

1.6   Risk Management

1.6.1   Risk Management considerations are set out in Appendix A.

1.7   Other Implications

1.7.1   The financial, staffing, legal and procurement implications are set out
        in Appendix A.

1.8   Relevant Documents

1.8.1   Appendices

        Appendix A – Report of the Director of Development and Environment
        (Tunbridge Wells) – Environmental Health Shared Service

IS THIS A KEY DECISION REPORT?

Yes ☐ (marked)   No ☐

If yes, when did it first appear in the Forward Plan?

………………………………………4 February 2013………………………………………..

This is a Key Decision because: …It represents a significant service development in a service that delivers frontline services across the Borough

Wards/Parishes affected: …………None directly……………………………………………..

CABINET

12 JUNE 2013

REPORT OF THE DIRECTOR OF DEVELOPMENT AND ENVIRONMENT

1.   ENVIRONMENTAL HEALTH SHARED SERVICE

1.1   Issue for Decision

To present the Environmental Health Shared Service business case for approval to enter into a shared service.

1.2   Recommendation of the Director of Development and Environment:

1.   That approval be given in principle for the creation of a shared Environmental Health Service between Maidstone, Swale and Tunbridge Wells Borough Councils;

2.   That a two site model, located at Swale and Tunbridge Wells, with a single shared Environmental Health Manager be developed as the preferred model, with the stipulation that Maidstone be treated as a single territory for the delivery of its food and commercial premises inspections;

3.   That an interim Shared Environmental Health Manager be appointed for a period of 6 months to develop the organisational and operational arrangements for the shared service, including identifying the financial implications of the model and reviewing the service delivery arrangements for premises inspections and environmental permitting for the partnership as a whole ; and

4.   That Overview and Scrutiny be invited to comment on the proposed operational model for the shared service before final approval and that delegated authority for this decision be given to the respective portfolio holders for Environmental Health at each authority.

1.3   Reasons for Recommendation

Business Case and Preferred Model Assessment

1.3.1   A shared service business case (Appendix 3) for Environmental Health has been produced using the new gateway model of decision making (Appendix 1). The purpose of the new model was to speed up the decision making process as trust has built up in shared services as a viable delivery method for council services that delivers service improvements, resilience and savings.

1.3.2   The MKIP Board approved the business case report for Environmental Health at their meeting in March 2013, recommending to the Cabinets

that a shared service be approved in principle and a shared manager be appointed. However, due to wider partnership considerations the Board did not agree which of the two deliverable models put forward by the project team would be the preferred model.

1.3.3 In order to take a recommendation on preferred modelling forwards, additional discussions on the strategic merits of the models have taken place with Chief Executives. The highest scoring model in the business case is one site, with a two site model also considered to be deliverable and both scored highly enough to be acceptable models. Crucially, no fundamental technical or operational reason has been identified to prevent an Environmental Health shared service.

1.3.4 The vision for the shared service, which is not reliant on the delivery model, involves enabling staff through the use of ICT systems and mobile working technologies that will change the way in which Environmental Health will be delivered. Joined up ICT systems will be crucial to ensuring that resilience, the primary objective of forming a shared service, is improved and service quality is maintained in the short term and improved as the service is developed. A joint procurement exercise for a planning and environmental health system across the three partners is underway and will support the delivery of the shared service.

1.3.5 In order to produce a successful shared service and to ensure delivery from the investment made by MKIP authorities performance management will be integral to service delivery. Embedding that approach and culture into the team is a crucial part of forming the shared service and robust service level agreements will underpin the service. Performance reporting will be done individually to each authority, sharing performance indicators where suitable but allowing for bespoke local indicators as required. Benchmarking versus pre-shared service performance will be undertaken to ensure that service levels are maintained or improved for each authority and their customers.

1.3.6 There are several strategic factors that impact on the relative scoring each authority gives to the assessed models produced in the business case:

- The functions that have been included for that authority, for example, Environmental Enforcement functions for Tunbridge Wells and the political and strategic importance of those functions

- The relative impact of moving staff out of each borough when viewed alongside other shared services and staff transfers

- The need to deliver a consistent and resilient service for each partner

1.3.7 MKIP has recognised that as more services are shared the relative impact of shared service staffing arrangements and management has consequences for each authority. As the size of MKIP increases further it

reaches a point (referred to as reaching 'critical mass') where these factors need to be considered and addressed. An MKIP project is underway to determine the future of MKIP's structure and look at the best ways of dealing with these issues. One such issue is the movement of staff out of an authority to another, such as with Human Resources (Swale) and ICT (Swale and Tunbridge Wells) staff moving to Maidstone as their employer and changing location reducing bodies 'on the ground'. Without having fully assessed these impacts before the completion of the MKIP Employment Model project the relative impacts are being managed by each authority and factored into their own strategic thinking on shared services.

1.3.8 As a result the preference from Swale and Tunbridge Wells was for the two site model of operation. However, this model as proposed in the business case raises operational risks for Maidstone in the delivery of its food and commercial function. As a result it has been agreed that the only way in which Maidstone would find the two site model acceptable would be for the delivery of its food and commercial functions to be from one of the sites and not split across two.

1.3.9 Making the operational change for Maidstone improves the relative merits of the two site model for Maidstone. However, additional work will need to be carried out to fully assess the impact of the changes on the model put forwards in the business case. In principle two sites can be agreed, with the Chief Executives, in consultation with Leaders, approving the final operational model of the service. The project team supporting the Shared Environmental Health Manager will need to prioritise this work.

1.3.10 A crucial part of this work will be determining contracting arrangements for the Food and Commercial functions. Currently, Swale contract out lower risk premises inspections and the contract can be reviewed in August 2013. Whether the service is brought back in house, or one or more of the partners joins the contracting arrangement will have an impact on how services are delivered from the two sites.

1.3.11 The business case at appendix 3 is the business case approved by the MKIP Board in March 2013. Since that meeting the work on determining the model and more information being available from the ICT procurement project have caused amendments to the business case. These are summarised in appendix 2.

Project team and staff involvement

1.3.12 The Environmental Health project team consists of:

- Director of Development and Environment – Jonathan MacDonald (project sponsor)
- Assistant Director/Heads of Service for Environmental Health – Steve Goulette, Brian Planner and Gary Stevenson

- Environmental Health Manager – Tracey Beattie
- Human Resources Manager – Nicky Carter
- Financial Business Analyst – Denise Johnson; and
- MKIP Programme Manager – Ryan O'Connell

1.3.13 Staff were engaged early in the process with the aim of bringing them on board with the potential change at the pace demanded by the new gateway model. It needs to be recognised that staff do not have direct experience of delivering shared services to draw from when carrying out the speedier gateway model and the management of this is a key area of learning for the new model.

1.3.14 Numerous comments, concerns and issues have been raised by staff as part of this process. These are captured in Appendix D to the business case. It is fully expected that staff would raise concerns with any change proposals of this nature and it needs to be considered that the staff have personal as well as service consequences to consider. As shown in Appendix D to the business case staff have carried out significant work of their own volition and have engaged constructively with the process. All staff comments and views that have been submitted to the project team are available for the Cabinet to view on request.

1.4 Alternative Action and Why not Recommended

1.4.1 Alternatives are considered in the business case. Two viable models were assessed and produced and for the strategic reasons outlined in this report the 2 site model is recommended. However, as further work is required on the operation of the two site model it is recommended that the decision to enter into a shared service be in principle and the outcome of the interim Environmental Health Manager's work be reported to portfolio holders for final approval.

1.5 Impact on MKIP Objectives

1.5.1 MKIP's objectives are:

The objectives of the Mid Kent Improvement Partnership are to work together in partnership-

(a)   To improve the quality of service to communities;
(b)   To improve the resilience of service delivery;
(c)   To deliver efficiency savings in the procurement, management and delivery of services;
(d)   To explore opportunities for trading in the medium to long-term;
(e)   To share best practice; and
(f)   To stabilise or reduce the environmental impact of service provision.

1.5.2 Producing shared services delivers against objectives (a), (b), (c) and (e). For Environmental Health objective (b) is the primary driver.

1.6   Risk Management

1.6.1 There is a risk that a business case is produced that is not deliverable and investment is therefore made on an unreliable basis. This report sets out a sound business case for Environmental Health with significant work on finances carried out.

1.6.2 All significant service changes, such as restructuring to form a shared service, involve employment and other legal risks. These are managed by having a sound decision making process and ensuring that the necessary level of expertise is used in delivering any business case to provide assurance to the project. Project management of the shared services will also include maintaining a risk register.

1.7   Other Implications

1.7.1

1.	Financial	X
2.	Staffing	X
3.	Legal	X
4.	Equality Impact Needs Assessment	
5.	Environmental/Sustainable Development	
6.	Community Safety	
7.	Human Rights Act	
8.	Procurement	X
9.	Asset Management	

1.7.2 Financial - Finances are considered in the Environmental Health business case and background calculations. The aim with this shared service is not to deliver savings but improve quality and resilience within the existing cost limits.

1.7.3 The cost of the two site option prepared by the interim Shared Environmental Health Manager will be assured by the s151s, to ensure this does not adversely affect the resilience of the service in meeting the budget limits of the existing services or lead to a significant growth pressure.

1.7.4 Staffing – Forming an Environmental Health shared service will have a significant impact on Environmental Health staff. The first action will be to appoint an Interim Environmental Health Manager following all necessary HR consultation processes and procedures

1.7.5 Legal - If a shared service is agreed, a collaboration agreement will be entered into by the parties.

1.7.6 Procurement - The procurement of a joint ICT system will be carried out as part of a separate ICT project but will impact on the planning and timescales for this project.

1.8 <u>Finance and Governance - Cabinet Advisory Board (Tunbridge Wells)</u>

1.8.1 On 28 May 2013 the Finance and Governance Cabinet Advisory Board considered this report and made the following recommendation:

"That the recommendations set out in the report be supported, but that the Tri-Cabinet meeting on 12 June be asked to provide reassurances over Tunbridge Wells-specific service standards during the establishment of the service and post-implementation."

This assurance can be given and paragraph 1.3.5 has been added to clarify how performance reporting will be carried out, specifically that each authority can have its own indicators, will be reported to individually and will be benchmarked versus pre-shared service performance.

1.9 <u>Relevant Documents</u>

1.9.1 <u>Appendices</u>

Appendix 1 – Project Snapshot (as at 29/05/2013)
Appendix 2 – Environmental Health Business Case Amendments Summary
Appendix 3 – Environmental Health Shared Service Business Case (MKIP Board Version – March 2013

1.9.2 <u>Background Documents</u>

Scope of Business Case (Dated September 2012)

IS THIS A KEY DECISION REPORT?

Yes   [X]   No   [ ]

If yes, when did it first appear in the Forward Plan?

……………………………………4 February 2013…………………………………………..

This is a Key Decision because: …It represents a significant service development in a service that delivers frontline services across the Borough

Wards/Parishes affected: …………None directly…………………………………………..

MKIP PROJECT SNAPSHOT – ENVIRONMENTAL HEALTH SHARED SERVICE – MBC, SBC, TWBC

PRIMARY SUCCESS FACTOR – IMPROVED RESILIENCE

Delivery Model – Shared Service Gateway Model – Gate 2 decision point (business case approval)

Initiated (G1)	Scope Approval (G2)	Business Case Approval (G2)	Business Case Decision Due (G2)	Implementation Date (G3)	Benefits Review (Ben)
June 2012	September 2012	March 2013	June 2013	August 2014*	November 2014

Investment table*

Item	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Business Improvement /Delivery sections	£10,700					£10,700
HR Support	£6,200					£6,200
Investment (training and equipment)	£7,000	£7,000	£6,000			£20,000
Redundancy and pension cost allowance	£26,300					£26,300
Additional mileage costs	£2,500	£10,100	£10,100	£10,100	£7,600	£40,400
Additional mileage between sites (ONGOING)	£5,000	£10,000	£10,000	£10,000	£10,000	£45,000
Total	**£57,700**	**£27,100**	**£26,100**	**£20,100**	**£17,600**	**£148,600**
Project Support (MKIP Central budget)	£15,000	£5,000				

Savings table*

	Budget Cost 2012/13	Estimated Cost of Shared Service	Calculated Staff Savings - Based on 2012/2013 Budgets
MBC	£460,340	£456,070	£4,270
SBC	£371,280	£362,950	£8,330
TWBC	£570,480	£533,640	£36,840
	£1,402,100	**£1,352,660**	**£49,440**

Other benefits
- **IMPROVED RESILIENCE** (cover for technical positions, professional expertise, sharing of best practice)
- Additional savings through economies of scale and potential joint contracting

Delivery milestones*
- **Key – Interim Environmental Health Manager appointed – August 2013**
- **Key - ICT procurement decision – August 2013 (Dependency on external project)**
- **Key – Operational Model designed, business case updated, approved by portfolio holders – October 2013**
- **Key – Review contract arrangements for major EH contracts (inspections and IPPC) – October 2013**
- **Key - Finalise structure and Staff consultation – December 2013 – March 2014**
- Sign-off SLAs and Collaboration Agreement – March 2014
- **Key - Staff appointed to new structure – May 2014**
- **Key - Combine Sites – June 2014**
- Accounts sign-off – June 2014

Key Dependencies
Joint Planning Support/Environmental Health ICT System procurement project – will impact on timetable directly – dependent on procurement outcome – will need to revise timetable in accordance with ICT project.

Tolerances*
- Maximum cost - £163,460 (projected project costs +10%)
- Maximum timescale – operational from August 2014
- Maximum impact on Environmental Health services – action to be completed by Environmental Health Manager following completion of detailed implementation plan

Headline Risks

Risk	Control & Management	MKIP Control
Performance impact on Environmental Health services	Managed through the project by agreeing quality tolerance (see tolerances below)	Managed by Environmental Health Manager during delivery
Failure to deliver project impacting on benefits realisation and return on investment	Managed through project controls and managing a subset of risks to be identified by the Environmental Health Manager	Managed by Environmental Health Manager during delivery, maintain a risk register, regular reporting to the Project and MKIP Board
Employment change risks (lower moral, reduced performance, dealing with change)	Managerial support and leadership HR support for officers Availability of EAP HR Support Training Communication	Managed by Environmental Health Manager during delivery, maintain a risk register, regular reporting to the Project and MKIP Board
Redundancy cost risks (i.e. maximum redundancy costs are required)	Estimates based on an average of professional and administrative redundancy costs.	If likely to occur Environmental Health Manager will need to review the business case, revise cashflow projection and get approval from Project and MKIP Board
ICT project risks	Management through the ICT Project	Managed by the Head of ICT (or delegate) trough maintaining risk registers and controls in ICT project

Gateway Model

1. Defining the programme – MKIP Board agreed Environmental Health inclusion in the programme
2. Initiating the programme – Gateway 1 – MKIP Programme Manager produced programme agreed at Board meeting June 2012, along with critical programme elements including governance arrangements, communications strategy, collaboration agreement templates and consideration of resourcing
3. Viability study/business case – **Gateway 2** – Underway for environmental health, business case scoping showed service was viable, business case produced for March 2013 MKIP Board, with final decision for Cabinet on 12 June 2013
4. Implementation – Gateway 3 – Business cases will include implementation timetables and the Shared Environmental Health Manager with the project team will need to produce a more detailed implementation plan.
5. Benefits Realisation – Shared Service comes under MKIP governance, regular reporting of benefits delivered and monitoring of continuous improvement

*NOTE: This snapshot is the current position and WILL CHANGE following completion of operational model by Interim Environmental Health Manager and will be updated prior to approval by portfolio holders.

MKIP – Environmental Health Business Case Amendments Summary

Due to additional work carried out between March and June 2013 the following amendments will be made to the business case that was approved by MKIP Board in March 2013 (Appendix 3). The business case will then be further updated following the planned additional work to be carried out by the Interim Environmental Health Manager. Once finalised the business case will be approved by the portfolio holders in accordance with the recommendation. Appendix 1, project snapshot, provides a current picture of the key business case elements as at 29 May 2013.

1. **Cost estimates** – remain the same but updated for 2013/14 as base budgets. The additional work in the recommendations will lead to a revision of cost estimates and will be reported to s151s for assurance before updating the business case.

2. **Tolerances** – maximum timescales now August 2014

3. **Next steps**

   - Location profiling no longer required for Maidstone

   - Contract arrangements review – August 2013

   - Operational model to be approved by Chief Executives in consultation with Leaders – October 2013

   - Relative scoring of models to be updated based on new operational model once approved – October 2013

4. **Appendix B**

   Needs to be rewritten to reflect the new operational detail of the two site model once agreed by Chief Executives.

5. **Appendix E**

   ICT procurement decision pushed back due to competition between suppliers. Will need to adjust ICT column and model commencement date to reflect this. Tolerance adjusted to allow until August 2014 (note no savings targets are set for this shared service and will therefore not be impacted financially by the delay).

Gateway Model Business Case – Mid Kent Improvement Partnership Shared Service – Environmental Health

Overview
• A Project Board consisting of the Director of Development and Environment (TWBC), the Assistant Director/Heads of Service responsible for Environmental Health at MBC, SBC and TWBC, Environmental Health Manager (TWBC), Human Resources Manager (TWBC), Financial Business Analyst (MBC) and MKIP Programme Manager have considered the creation of a shared Environmental Health service. • The project process started with an assessment of functions considered within the scope of the Shared Service. This process was challenging as the three authorities have formed their current services in individual ways, some delivering functions within Environmental Health or other services (licencing, environmental enforcement). This complexity had an impact on the financial models considered by Financial Business Analyst supporting the Project Board. • Environmental Health Staff from all authorities have been very engaged in the process and have provided useful comments and suggestions to assist the Project Board. They have had opportunity to comment on the proposed models and put their preferred model with detailed description into the process. • From a list of seven models initially considered by the Project Board, two were selected for business case evaluation by the Project Board. These were assessed together with the staff's preferred model using 'Critical Success Factors' of resilience, quality, culture and efficiency that were agreed by the MKIP Board. Following assessment, two of the three models were felt to offer viable services that would deliver effectively against the Critical Success Factors. There were marginal differences between these two models both scoring significantly higher than the third model with the one site model the preference. • Shared Service improvements will be delivered through the introduction of electronic working, new technologies, sharing best practice, aligning policies and working across boundaries. • Delivering cost savings is not the primary driver for the service; however the project does break even in the short term. The case for the shared service is not made on the basis of savings, though further efficiency improvements over time will be expected. • The case for a shared Environmental Health Service is made on the basis that going forward it will provide the critical mass needed to allow the partner authorities to continue to effectively deliver their statutory responsibilities against a back drop of financial pressures and the Coalition Government's policies to reduce the level of regulatory burdens. Sharing rather than reducing or slicing services is seen as the way to increase resilience, whilst maintaining or improving quality without increasing bottom-line costs. A service of this size would also have the opportunity to expand and provide functions to others.

Purpose of Document

The purpose of this document is to allow the Mid Kent Improvement Partnership Board (MKIP) to take a decision on whether to progress a shared service for the service described below and scoped by MKIP. The MKIP Board is not a formal decision making body and each authority will need to take a formal decision to form a shared service.

The successful delivery of shared services through MKIP has established shared services as a viable means of delivering services for all partners. As a result this is a high level, rather than detailed, Business Case on which the Board will consider whether to proceed. Once approved the details of the business case and shared service will be established, developed through the life of the project and delivered.   This is a dynamic process and will evolve through the project implementation process.

The documents will be monitored and amended under the ownership of the Project Sponsor throughout the project. Updates on the documents will be provided to the Board on a quarterly basis and any variations beyond the final limits agreed in this document will need to be approved by the MKIP Board.

Feasibility Assessment

The MKIP Board have approved a scoping document in September 2012 to look at sharing Environmental Health. The steer from the Board has been clear that the whole of Environmental Health can be considered, though the noise and nuisance enforcement function is handled differently across the three authorities. At Tunbridge Wells the reactive nuisance and noise enforcement work is carried out within the Environmental Health team, at Swale some of this work is carried out within the Environmental Health team and at Maidstone it is dealt with by a separate Environmental Enforcement team that has been excluded from the scope of the project.

Environmental Health is the first frontline service that has been considered by MKIP. It is primarily a statutory service delivered in the community, to residents and businesses. The current services provide good quality and have a degree of resilience. However, the service is not immune from the current financial situation facing local government, and the proposal of sharing Environmental Health is to position these statutory functions, organisationally, to allow them to prepare effectively for the inevitable challenges ahead. Whether these are a reducing regulatory burdens or changing focus of enforcement. A shared service will be able to develop robust mechanisms for the future based on good foundations inherited from the current body of expertise and competence within the service.

There are examples of sharing Environmental Health services nationally and these will be looked at as the design and implementation of an Environmental Health shared service progresses. For example, locally, Sevenoaks and Dartford agreed to share their Environmental Health service from one location, Rother and Wealden have one location and additional office base at another office with no admin support.

The local delivery issue associated with Environmental Health presents a key challenge to a shared service. Where and how staff are located becomes a fundamental consideration for the service. It is feasible to locate the service in a single location but issues of a work management and potential for reduced productive time, travel distances and travel costs have to be overcome. This can be done through sensible planning of work, supporting officers with technology, including mobile working technology, and considered use of working from home. In addition, whichever model for locating the service is chosen the other offices will need some form of 'touch down' capability for some officers.

ICT support through a single shared system is central to the success of any shared service. A separate ICT procurement exercise is underway to procure a joint system across the three authorities and the implementation and timings of the delivery of that system are vital to the success of delivering a shared

Environmental Health service.

Staff collaborated across authorities to consider the proposals for shared working in a constructive manner, raising valid concerns and identifying positive aspects for working within a shared service. Consideration of the staff views and the Project Board's response are attached at Appendix D.

A staff event was held on 26 February to discuss the issues raised and how they would be factored into proposals. The proposed service design for each of the 1 site and 2 site models takes these views into account. Following the meeting on 26 February staff were invited to provide additional comments on the draft version of this business case. These have also been considered by the project board and are included in Appendix D. Full versions of staff comments can be made available on request.

Critical Success Factors

1. Resilience – The service reaches the critical size necessary to enable cover and sharing of professional knowledge, reduces the impact of absences on all service functions and promotes effective succession planning. That the service meets the needs of the whole Mid-Kent area and provides financial and functional flexibility.

2. Quality – Existing levels of customer service are maintained to residents, businesses and internal customers in the short term and through improved resilience will be able to deliver measurable quality improvements in the medium term.

3. Culture – Creation of a service where the culture is to serve the Mid-Kent public as a whole and for the benefit of public health. Through the development of high professional standards and expertise.

4. Efficiencies – The change is self-funding so that revenue costs reduce to enable any initial investment to be paid back in the short term presenting further medium term savings opportunities through aligning common practices, undertaking joint procurement and exploring other opportunities.

Models Considered

A comprehensive list of models was produced early on in the project and the full list was considered independently by the Project Board and put to staff for comments.

The Project Board considered the models and put forward on the basis of delivering resilience as the primary driver that the models that should be considered were 1 site with 1 manager and 2 sites with 1 manager. These models were suggested for detailed modelling and proposals so that they could go forward to be assessed. The models would be considered against the existing arrangements to identify resilience, quality and cost changes.

For the staff consideration a ranking system was used based on the feedback from staff to assess which models should be considered in more detail (Appendix A). Staff ranked the models in order of preference as set out in Appendix A. The ones that were highlighted as part of the staff feedback ranking were:

1. As is (no change)
2. 1 site with manager
3. 2 sites with manager

The combined result of the Project Board and staff preferences match to 1 site with 1 manager and 2 sites with 1 manager, using the 'As Is' (no change) model for comparison a Critical Success Factor Assessment was

carried out on the recommended models.

Appendix B sets out the service design considerations for the preferred models that have been assessed by the Project Board. Maidstone staff proposed an option 8 (Appendix C) which is a proposal for 3 sites with greater collaborative working without commitment to whether or not a single manager is required. The reasoning put forward to support this option has been factored into the service design of the models assessed in the Critical Success Factor Assessment and has been discussed with staff on 26 February 2013 event with team leaders.

Critical Success Factor Assessment

1. **Resilience – The service reaches the critical size necessary to enable cover and sharing of professional knowledge, reduces the impact of absences on all service functions and promotes effective succession planning. That the service meets the needs of the whole Mid-Kent area and provides financial and functional flexibility.**

Resilience	Comments	Score (out of 40)
1 site	Competency and expertise of staff – 10/10 Capacity and sickness/emergencies – 10/10 (centralised administration support) Geographical coverage – 6/10 (assuming home working established) Financial flexibility to respond to changing LG situation – 5/5 Functional flexibility to changes in need or national agenda – 5/5	36
2 sites	Competency and expertise of staff – 8/10 Capacity and sickness/emergencies – 9/10 Geographical coverage – 8/10 Financial flexibility to respond to changing LG situation – 5/5 Functional flexibility to changes in need or national agenda – 5/5	35
3 sites (staff preference)	Competency and expertise of staff – 7/10 Capacity and sickness/emergencies – 7/10 Geographical coverage – 10/10 Financial flexibility to respond to changing LG situation – 1/5 Functional flexibility to changes in need or national agenda – 1/5	26

2. **Quality – Existing levels of customer service are maintained to residents, businesses and internal customers in the short term and through improved resilience will be able to deliver measurable quality improvements in the medium term.**

Quality	Comments	Score (out of 30)
1 site	Communications, process and procedure standardisation, access to other service areas, training and development, ICT	30
2 sites	Communications, process and procedure standardisation, access to other service areas, training and development, ICT	28
3 sites	Communications, process and procedure standardisation, access to other service areas, training and development, ICT	25

3. **Culture – Creation of a service where the culture is to serve the Mid-Kent public as a whole and for the benefit of public health. Through the development of high professional standards and expertise.**

Culture	Comments	Score (out of 20)
1 site	Values and beliefs, leadership style, personal relationships	20

| 2 sites | Values and beliefs, leadership style, personal relationships | 13 |
| 3 sites | Values and beliefs, leadership style, personal relationships | 5 |

4. **Efficiencies – The change is self-funding so that revenue costs reduce to enable any initial investment to be paid back in the short term presenting further medium term savings opportunities through aligning common practices, undertaking joint procurement and exploring other opportunities.**

Efficiencies	Comments	Score (out of 10)
1 site	Staffing and travel costs	8
2 sites	Staffing and travel costs	10
3 sites	Staffing and travel costs	5

Preferred Model

Based on the Critical Success Factors scoring 1 site is the preferred model. Whilst the 1 site is the highest scoring model the 2 site model shows an 8 point variant and would deliver the advantages desired by MKIP.

	1 site	**2 sites**	**3 sites**
Resilience	37	34	26
Quality	30	28	25
Culture	20	13	5
Efficiencies	8	10	5
Total (out of 100)	**94**	**86**	**61**
	PREFERRED		

Staff Input

There has been extensive staff input into these proposals via:

Staff event Oakwood House – 16 October

Staff consultation on preferred models (Heads of Service Meetings and individual LA staff responses 17 October - 5 November 2012)

Staff document submission Food and Commercial and Environmental Protection submissions – November 2012 and January 2013

MKIP Programme Manager meeting with staff representatives for Food and Commercial and Environmental Protection – 4 Dec 2012

Maidstone alternative model submission –January 2013

Staff event with team leaders – 26 February 2013

Staff submissions – 4 March 2013

Timescales and Project Plan

See Appendix E

Finance Appraisal

Appendix F – Financial Appendix - sets out the investment required up front to deliver a shared service and the subsequent payback period for both 1 site and 2 site models.

Due to travel costs 1 site pays back a year later than 2 sites but delivers the full savings on an on-going basis, whereas 2 sites pays back more quickly but delivers less savings on an on-going basis.

Appendix F also sets out the proposed cost split of the service showing the current estimates of the numbers

of FTE at each level of the structure. Producing a final cost split for the service has required significant work in order to factor in the variations in how services are provided across the three authorities. More detail is available to support Appendix F which has been set out to present the information as simply as possible.

Assumptions

That the ICT project to deliver a joined up software solution for MKIP Environmental Health delivers successfully and on time

That the technology is available to support mobile, flexible and homeworking

That work demand, borough and premises profiles remain consistent within the last 3 year data collected to support the proposed cost recharge.

That further efficiencies (resulting in additional cashable and non-cashable savings) can be delivered through shared service working, including for example, reviewing external contracts and internal budgets.

Risks

Risk	Control & Management	MKIP Control
Performance impact on Environmental Health services	Managed through the project by agreeing quality tolerance (see tolerances below)	Managed by Environmental Health Manager during delivery
Failure to deliver project impacting on benefits realisation and return on investment	Managed through project controls and managing a subset of risks to be identified by the Environmental Health Manager	Managed by Environmental Health Manager during delivery, maintain a risk register, regular reporting to the Project and MKIP Board
Employment change risks (lower moral, reduced performance, dealing with change)	Managerial support and leadership HR support for officers Availability of EAP HR Support Training Communication	Managed by Environmental Health Manager during delivery, maintain a risk register, regular reporting to the Project and MKIP Board
Redundancy cost risks (i.e. maximum redundancy costs are required)	Estimates based on an average of professional and administrative redundancy costs.	If likely to occur Environmental Health Manager will need to review the business case, revise cashflow projection and get approval from Project and MKIP Board
ICT project risks	Management through the ICT Project	Managed by the Head of ICT (or delegate) trough maintaining risk registers and controls in ICT project

Project Governance

Project Board

Project Sponsor – Jonathan MacDonald, Director (TWBC)
Senior Customer(s) – Steve Goulette, Brian Planner, Gary Stevenson (Senior managers responsible for Environmental Health, MBC, SBC, TWBC)
Senior Supplier(s) – Ryan O'Connell (MKIP Programme Manager), Andrew Cole (Head of ICT Partnership)

Project Team
Environmental Health Manager – To be confirmed
Project Manager (MKIP) – To be confirmed
ICT assurance – To be confirmed
HR Assurance – Nicky Carter (TWBC)
Other as required by the project

Maximum Tolerances

Maximum cost - £199,430 (projected project costs +10%)
Maximum timescale – operational from June 2014
Maximum impact on Environmental Health services – no drop below agreed targets (to be confirmed by August 2013)

Next Steps

Maidstone location calculations to be completed (space, costs and savings profile impact) – April 2013
Tri-Cabinet Meeting for final approval – May/June 2013
Appointment of Environmental Health Manager – June - July 2013
Implementation plan – August 2013

Model No.	Model	MBC			SBC			TWBC				TOTAL	FINAL
		Rankings	Points	Notes	Rankings	Points	Notes	Rankings	Points	Notes		SCORE	RANKINGS
1	As is (remain the same/structure/organisation)	2	4	With greater collaboration with other MKIP authorities	2	4	food back in house	1	5	With greater collaboration with other suitable authorities		13	1st
2	3 sites with Environmental Health Manager Maintain the functions at each site, processes and procedures standardised across all 3 sites for each function. Admin at each site. Work spread across officers across the 3 authority areas to provide support for specialist areas. Specialist functions IPPC could be dealt with in-house Share acoustic specialist knowledge (noise advice on planning and licence hearings, approved premises) same Structure – maintained	Reject						2	4			4	
3	2 Sites with Environmental Health Manager Maintain functions at each site, processes and procedures standardised across each site & function. Admin would remain at each site. Work could be spread across officers across the 3 authority areas to provide support for specialist areas. Specialist functions IPPC could be dealt with in house, acoustic advice on planning and licence hearings. Approved premises specialists Structure – maintained	Reject			1	5	No Mngr and food back in house	3	3			8	2nd
4	1 Site with Environmental Health Manager All staff based at one site Use of remote working and flexible working patterns to cover planned and routine work. Admin centralised. Management centralised. Creation of North and South teams to cover Mid Kent area. Specialist functions with specialism in each team responsibility across whole district for some things	3	3					4				3	
5	1 Site with 2 Satellite Sites with Environmental Health Manager (as above)	1	5		3	3	no mngr and food back in house	5				8	2nd
6	Part outsource	Reject											
7	Full outsource	Reject											
8													

Confirmation received 05/11/2012

One Site Model and Two Site Model

Why Consider a Shared Service

Environmental Health is not immune from the financial pressures facing local government and it is prudent to consider the long term options available to within the MKIP partnership to sustain the regulatory responsibilities and local delivery needs they have. The models considered in this report are about taking a calculated leap of faith, anticipating developments in technology and this being provided to support the service. It is also about the organisation having an underlying trust in the professionalism of Environmental Health Practioners to be '*Amicus Humani Generis'* or Friend of the Human Race.

General Structure

Both the One Site and Two Site Models would divide the Mid Kent area into two team areas, a North and South, for both Environmental Protection and Food & Commercial (food, health & safety) team.

The Environmental Health Manager and four Team Leaders will form the management team.

The Environmental Health Manager will be responsible for the strategic development of the service, overall policy, and ensuring that the statutory responsibilities of each locality are met. This will include corporate management performance for functions and directing the service plan process with staff input. Initially, during the formation of the service the manager will ensure that the implementation plan is progressed, and various milestones are achieved.

The manager will be responsible for developing the staff structure, creating and instilling a common culture for the service. The manager will need to work with all stakeholders and provide leadership to ensure that the service has high performance standards, flexibility to meet the future needs of each authority in protecting public health. Staff development and succession planning will also be an integral part of the role, to ensure that the service needs are considered.

Each team leader will be responsible for the day to day management of officers within their teams, allocation of workload, advising and coordinating officers and monitoring performance in line with the Service standards and supervision of HR policies. Team Leaders will develop common procedures within functions. They will be responsible for collating statutory returns for the individual authorities, with sign off by the Manager.

Service Development

Environmental Health consists of a number of composite functions. Some are discrete and can be outsourced or delivered within the service, as reflected in the current complexity of functions within or outside the scope of the Shared Service Project. This is an opportunity to rationalise this situation and develop a cohesive approach to Environmental Health that works for the Partnership in delivering public health.

Early consideration of the strengths of the shared service should inform which functions can be outsourced and those that not only can be delivered within the service but those where the partnership has acknowledged strengths. Opportunities to expand the areas of functional excellence will be explored with neighbouring authorities and others wider afield. Examples may include specialist approved premises inspections, noise, planning and licencing consultations. This would give the more experienced officers opportunities for professional challenges that may not be available within Mid Kent. Joint procurement of some services will be carried out and the possibility of procuring within larger syndicate groups would also be explored to provide economies of scale.

Development of the service will focus on process efficiencies and identifying more accurate service demands through consistent data comparison between the three authority areas, the joint database will be the key driver for this process. National reviews of regulation will bring challenges and opportunities to rebalance work activity in some functions. There will be a programme of revising strategies and identifying how the service can enable businesses to improve their compliance will be central to the ethos of the service. The service will support strategic development for the public health and climate change agendas in line with the three authorities needs.

Success Criteria	One Site	Two Sites
Resilience		
Management & Administration	Centralising management and admin functions provides focus for staff. Resilience will be improved by through extending the knowledge between environmental protection and food/commercial admin roles. Increase from 2 full time (or 2 part-time plus corporate support) staff at each site to 6 staff at one site. More cover for sickness absences, holiday cover and available shared knowledge of systems. Proposed that a Senior Admin Officer will lead on the database system, supporting the development of standard processes. This role would be responsible for undertaking appraisals for the admin team and report directly to the Environmental Health Manager.	Staff structure is similar to the one site model; one manager, four team leaders, and functional teams beneath. Teams would be divided between two sites which may influence the overall structure of the individual teams. The North teams (Environmental Protection and Commercial) will be based in either Sittingbourne or Maidstone. The good road connections and geographic proximity, either location could be suitable. The teams would cover the north half of the Mid Kent area. The South teams will be based in Tunbridge Wells and would cover the south half of the Mid Kent area from this base. Divided between two sites. Two Team Leaders would be based at each site (for the Food/Commercial and Environmental Protection functions). Administration would be provided at each site, resilience provided through ICT, common database accessible to all officers across the service plus universal communications systems. The Environmental Health manager would be mobile between both sites. There is no central focus for officers with two sites.

Success Criteria	One Site	Two Sites
Administration Roles	There is no proposal to reduce the number of team administration officers in the shared service. Their part in providing central support is important enabling officers to be out on the district working. Administration posts in both Environmental Protection and Commercial teams gain technical insight into the work undertaken by officers and provide a first line of informed contact for the public, businesses and other stakeholders	
Common Culture	Establishing joint professional values and beliefs and a 'one service' ethos All teams develop a common culture through sharing and understanding professional values and beliefs, the process occurs much faster with all staff on one site.

The manager and team leaders will be able to develop their leadership styles more easily on one site and officers develop personal relationships between individuals previously working in three separate teams.

Joint team meetings (North & South Food/Commercial and Environmental Protection) held at regular intervals.

Regular service wide training and development seminars particularly when new procedures and policies where implemented. These events are essential in term of team development and well as maintaining professional development | Establishing joint professional values and beliefs and a 'one service' ethos for a Two site model presents greater challenges purely by having two Offices.
It is achievable, through hard work and commitment by the Manager, Team Leaders and officers if a positive approach is adopted.

Joint team meetings (North & South Food/Commercial and Environmental Protection) held at regular intervals at either site.

Regular service wide training and development seminars particularly when new procedures and policies where implemented. These events are essential in term of team development and well as maintaining professional development. |
| **Reduced Team Leader Posts & Increasing Front line Officers** | Achieved through the deletion of the current vacant posts at Maidstone (retirement) and Tunbridge Wells (resignation). Posts reduce from six to four creating two | Two sites would marginally reduce resilience in comparison to the one site model, in that there are 2 |

Success Criteria	One Site	Two Sites
	teams to cover the Mid Kent area. The number of front line officer posts increase by 0.5 FTE in both environmental protection and commercial. Resilience of frontline officers is increased to deal with programmed and reactive work. Increasing frontline officers lessens the impact of the loss of operational activity carried out by the reduction in Team Leader posts (inspection work by Food/Commercial Team Leaders) and supports both teams during the formation of the shared service. The increase in 0.5 FTE to Environmental Protect allows potential recruitment of student EHO to enable attendance at University and work experience.	rather than 4 Team Leaders at each site. This could be off set through technology and clear reporting structure for absence situations. Would be the same as the current arrangement, but with the addition of the Environmental Health Manager. The increase in number of front line staff as for one site comments.
Team and Team Leaders	Operationally each of the four Team Leaders will have 5-8 posts reporting to them (depending on part-time officers). Boosting the frontline posts by 0.5 FTE to both functional teams recognises the increase in managerial responsibility and time required to carry out these tasks (appraisals, one –to-one meeting).	As for one site (may have slight imbalance between north & south teams depending on functional alignment between teams or concentrating functions across whole service.
Succession Management - Change Senior EHO post to EHO	The Food team the proposal is to change the current vacant Senior EHO post to an EHO grade. This will expand the range of experience in the team, and strengthens succession management to allow less experienced/newly qualified officers into the service.	As for one site. North & South teams will be balanced as far as possible in terms of experience and competency. There will be an underlying principle of mutual support between each site.

Success Criteria	One Site	Two Sites
	New post will be supported by the more senior members of the teams (coaching, mentoring and training).	
Resilience contd. **Pooling Experienced Officers/Increasing team size**	Experienced officers would support the whole service and be used to target most complex case work rather than each local authority or the two site model Changing three teams into two for each function will enable sharing of expertise and competency within and between the North/South teams. Mixing experienced officers from three authorities into one site will enable resilience for situations like investigation of fatal accidents, food poisoning outbreaks, legal prosecutions and (capacity for sickness absence, emergencies).	Use of experienced officers within the two sites is more supportive than the current three local authority arrangements but not as resilient as having all the officers based at one site. Team size increases from the current level, less direct access to the wider pool of expertise and competency that one site allows. Reduced resilience can be overcome through closer working between officers between the two sites due to standard systems and procedures to enable mutual support, training.
Geographical Coverage - Remote Working	The use of technology to work smarter and facilitate home working for officers will overcome many of the difficulties of enforcing over a large geographical area. Culturally although many officers currently choose to work this way, this is based on individual rather than a service need. It will take time to establish a culture shift and should be a short to medium goal balanced against the development of a new cultural need.	This model provides is more resilient providing wider geographical spread for responsive work. Particularly relevant for the reactive work in Environmental Protection teams at Swale and Tunbridge Wells. Remote working would again be utilised in the short to medium term using technology to work smarter and facilitate home working for officers. It will take time to establish and should be a short to medium goal balanced against the development of a new cultural need.

Success Criteria	One Site	Two Sites
Financial Flexibility	Primarily covered by Cost Criteria. Allow the three authorities to manage resources through economies of scale for procurement and contract renewal. Contracts for food hygiene inspection and IPPC can reviewed for 2014. Consideration given to outsourcing or bringing within the service	As for One site. Budgets and will be centrally controlled.
Functional Flexibility	With a broad range of expertise and competency the shared service will provide a consistent response across the three authorities to regulatory changes made at a national level. The current functional complexity will be reduced within the medium term. Sovereignty will be maintained by processing the policy through individual local authority democratic processes, but the core information and agreed approach will be provided by one/two officers supported by the relevant team leaders and Environmental Health Manager.	As for One site model.
Quality		
Communication	One site provides better communication between proposed North and South teams for overlapping team interaction and awareness. Officers would be expected to use the main office as their base. The other Local Authority sites would be used on an operational need only basis. Ease of communication will influence the speed relationships can be developed between officers and establishing culture	Communication between officers split between two sites provides more of a challenge than one site. Joint team meetings and professional development events will be integral to the model. Two sites will influence the speed that relationships can be developed between officers and in establishing a 'One Service' culture

Success Criteria	One Site	Two Sites
ICT communications systems	Central to an effective one site model, use remote connections to the systems, smart phone, tablet and other mobile systems would be used to overcome professional isolation and lone working procedures	As with One Site this is critical to maximise the effectiveness of new ways of working. Particularly using remote connections to the systems, smart phone, tablet and other mobile systems to overcome professional isolation and lone working procedures.
Communications with other Corporate services	(Planning, Licensing, Legal) –More of a challenge for officers covering the other two authority areas. It can be overcome through good management and work planning with the development of video and teleconferences, emails and expedient use of hot desk facilities	(Planning, Licensing, Legal) – More effective in the two site model as more on site officers accessible across wider number of planning, licensing and legal officer. Also see comments for Environmental Protection below.

Good management and work planning plus communication can be used to overcome reduced access (video and teleconferences) emails and expedient use of hot desk facilities and meetings between officers |
| **Sharing Best Practice** | Facilitating common procedures and processes will enable officers to work across teams and areas to assist with work load pressures.
Measured by professional and appropriate corporate objectives.
Access to specialist officer expertise will be coordinated by Team Leaders and the Environmental Health Manager. | As for One site model. |
| **Shared Database** | Opportunity for consistent information and data inputting standards across the three local authorities. This will regulate monitoring and performance management to enable more accurate service demand monitoring.
It allows officers to work across teams when necessary | As for One site model. |

Success Criteria	One Site	Two Sites
Officer Development Opportunities	In a larger organisation there are more opportunities for officers, career development, training and enforcement experience	As for One site model. Management would ensure that opportunities were open to new and junior members of the wider service.
Enforcement Consistency	Businesses and other partner organisations benefit from the three authorities having consistent enforcement processes and standards. This would meet the aims of national agencies and government (FSA, HSE and CLG).	As for One site model.
Cost		
Staff	The proposed model for both one site/ with two satellites and the two site model are the same. Redundancy costs for the one site model may be greater than the two site model. The posts most affected by the proposal to move to one site and centralising administration, will be Team Admin Assistants with home commitments, or may not drive or access direct public transport easily.	The proposed staff structure for both one site/ with two satellites and the two site model are the same. Potential redundancy costs for two sites model may be less than the one site model. Maintaining administration across two sites impacts on fewer officers but will have some affect for at least one local authority. Similar personal considerations apply.
Travel Costs	More staff are impacted the re-numeration for additional home-to-work mileage is higher for the one site model.	Additional home-to -work mileage will be reduced, as less staff affected by the change in place of work. Additional work based mileage has been factored in to the costs to accommodate additional journeys between sites for team and development meetings.

Success Criteria	One Site	Two Sites
Culture		
	All officers have to make a 'mind-set' transition from being Swale, Tunbridge Wells, or Maidstone to serving the public and members of 'Mid Kent'. Previous allegiances will have to be superseded with new loyalties and this will be an individual journey as much as a mutual one. There is an emotional transition to a new organisational culture	As for one site.
	The impact on the current staff of moving to a one site model cannot be fully predicted. The emotional transition to an organisation and structure different to the old organisation will have a bearing on the service, in the initial forming phases. The effect is more significant in a one site model, in terms of numbers of people affected and potential disruption, as two local authorities will bear the greater change	There will be an impact on the current staff having to change work base. Less staff will be affected with a two site model than the one site.
	One site will allow the process of developing a new culture to occur at a faster speed although the initial cost, in terms of negative effect (redundancy, moral, performance) on staff will be greater. But the teams are likely to establish and reach the 'performing' phase quicker	Cultural development in a two site model may be slower to form but will be influenced by staff attitudes and the impact of team changes (redundancy, moral, performance, personal feelings). The impact of two sites on culture may be influenced by reduced numbers of staff being impacted by site moves.
	Common values and beliefs can be established in principle at the outset, living those values and beliefs	As for One Site Model

Success Criteria	One Site	Two Sites
	takes time both in terms of developing trust in leadership and between officers	
Satellite Offices or Touch Down Points	The one site model requires office facilities at the other two local authorities, predominantly for the delivery of reactive work within the Environmental Protection teams. As Swale and Tunbridge Wells deliver reactive work for noise and other nuisances; if the main office is not situated at one of these local authorities, satellite office facilities will be required. No administrative support will be available at the satellite office. Provision of desks, ICT database integrated systems, and other office facilities. Arrangement for duty officers could be adopted to enable the service to meet the needs of reactive work and flexibility will be expected from teams in emergency situations. The duty officer role will be rotated within the team over the working week and to ensure that no one officer was isolated from the main team. In addition the offices would be utilised for; • Meetings with officers from other services (licensing, planning, Community Safety Partnership) • Deliver corporate project working (Ice rink, Safety Advisory Groups) • A base from where officers would work before	Applicable to one site only.

79

Success Criteria	One Site	Two Sites
	site meetings	
Environmental Protection		Reactive functions are retained within Environmental Protection at Swale and Tunbridge Wells and the teams need to have some presence in the locality, whereas Maidstone's reactive work is carried out by the Environmental Response team. Maidstone still need to liaise with other services such as Planning, Licensing and Environmental Response, but this could be achieved through the resilient communication systems (see below).
Remote Working	Remote working and working from home is widely used by many officers but it is not customary for all. This method of working would be supported by the shared service, subject to central and satellite office needs and demands of work. Where personal circumstances are not suitable; no broadband, young pre-school children, or work need,this will be taken into consideration. Moving from a voluntary approach to remote working to a systematic adoption will need the creation of service standards that encompass HR and H&S considerations and training and ICT support. Improved mobile working would be implemented through investment and provision of new generation mobile phones, tablets together with digital imaging technology	

ENVIRONMENTAL HEALTH SHARED SERVICE   OPTION 8: 'FUNCTIONAL INTEGRATION'

Proposal prepared by: John Newington
                        Steve Wilcock
                        Linda Golightly

Submitted to Steve Goulette 15th January 2013

Purpose of this report:
Options have been put to the EH teams of the three Councils by MKIP for consideration. Each have responded as individual authorities via their respective Directors; in addition representatives from the 'food and health & Safety team' and 'Environmental Protection team' for each of the Councils have come together to consider the impact of change – including the opportunities provided by change – for their respective services.   There is evidence of willingness for closer integration, and a significant concern that potential benefits could be overwhelmed by unnecessary staff or locational changes. Officers in MBC believe there is a strong case for an alternative option based around 'Functional Integration' to be considered. This report intends to outline the business case for development of this option.

Summary of Option 8: Functional Integration

Developing increased integration, co-operation, shadowing and secondment based on functions would allow for much greater flexibility between LA's about which services were included in the Shared Service. Because the range of services coming under EH varies considerably between the LA's it makes integration of full teams or partial teams very complicated. This option concentrates on the functions being delivered through agreements, protocols and maybe secondments in a developing overarching single culture of sharing and flexibility to the benefit of service delivery standards. Functional Integration could include joint contracts, joint procurement, officer's working across boundaries, and specialist expertise being made available across more than one LA area all offering better use of staff resources.

An option based around functional integration would provide an opportunity to develop a single shared mid-Kent culture. There are numerous functional links already in place including working groups for different aspects of EH such as contaminated land, food sampling, food safety, health and safety, air quality, public health, etc. This is predominately about sharing information and developing County wide protocols and policies where possible. This culture could be developed and backed up by protocols and endorsement of Senior management and could move towards 'Officer trading schemes', for sharing resources and expertise.

Comments on alternative options
MKIP have developed 4 success criteria by which a future model should be assessed -
Resilience, Quality, Efficiencies and Culture.

An early report presented by MKIP contained 7 draft options. This included an option for no change, 4 options based around 1, 2 or 3 locations with a single EH Manager at the head and 2 options turning more towards outsourcing in varying degrees.   Considering these in terms of the MKIP success criteria the following very brief comments are made:

No change: The impending legislative changes anticipated for EH service will make it increasingly challenging to deliver a competent and credible service within existing resources. Add to this the impact on service delivery resulting from changes to support services such as legal, HR and IT and it is clear the status quo is not a credible option.

'No change' is unlikely to deliver Resilience, quality, efficiencies or mid Kent culture

Delivery from 1,2 or 3 sites with single EH Manager: It is foreseeable that all of this group of options could be associated with serious upheaval for the services with the impact possibly lasting 2-5 years of reduced moral and potentially reduced performance. The introduction of a single EH Manager would represent an additional cost for 2 of the 3 Authorities which would have to be found from front line resources thus reducing service standards.

May improve resilience. Unlikely to deliver quality, efficiencies or mid Kent culture within 5 years

Contracting out: This is a serious option for parts of the service but not regarded as necessary or practical for the whole service.

Very dependent on the quality of the contract. Could deliver efficiencies and resilience. Unlikely to deliver quality or mid Kent culture.

Expected benefits of Option 8: Functional Integration:

Access to the public and businesses/ No increase in travel costs or time: A significant proportion of the services delivered by EH involves risk based site audits/visit/inspections. Whatever model for management is put in place the requirement for the majority of resources to be 'in the field ' will remain. Continuing to deliver the services from 3 sites will keep travel costs and time lost in travelling down and ensure reception facilities remain available to the public.

(MKIP success criteria: Quality)

Shared expertise/Joint policies/Joint operational plans: The breadth of work delivered makes it impossible for everyone to be an expert in everything. At the moment sharing of expertise and information is either through personal contacts, or through working groups. Development of functional integration could formalise and improve this relationship. The LA's could be encouraged over a period of 3-5 years to develop joint service plans, joint food law enforcement plans, joint H&S intervention plans etc.

 (MKIP success criteria Quality/Efficiencies/Resilience)

Communication opportunities: There are opportunities with existing technology to introduce conference calls, shared access to sharepoint, joint email provision, conference calls. These can enhance existing communication arrangements.

(MKIP success criteria: Quality/Resilience/Efficiencies/Culture

Shared services: Integration by function would mean that the LA's could choose which services to share – or not, and at which stage. Say for example 2 authorities chose to jointly appoint a contractor for food inspections (or any other function) – the third authority could come in at a later stage. If protocols and MOU's were put in place for a single unified Authority culture it would improve opportunities for recruitment and open the way for secondments and shadowing. This would improve career opportunities for existing staff.

 (MKIP success criteria resilience/quality/efficiencies/culture)

Secondment/Shadowing: This option encourages development of a programme of staff shadowing and secondment which would improve experience, confidence, competence and resilience. It would encourage the single culture and in some instances offer increased transparency for directors and possibly members.

(MKIP success criteria efficiencies/culture/resilience/quality)

Retain local place shaping: Part of the work that are of a more strategic nature and influence place shaping such as contaminated land, comments on planning applications and air quality management can still benefit from the shared learning, shared expertise, secondment etc, but can retain local links and delivery as directed by local economic development and quality of life drivers . This would be lost if a single authority were introduced.

(MKIP success criteria Culture)

Joint procurement: Joint procurement of equipment, or resources could be encourage and achieved on an evolving functional basis.

(MKIP success criteria Efficiencies)

Reduction in impact on human resources. The impact of partnership and merged services in Kent and further afield have been observed and discussed with and by officers in MBC in detail. The reduction in service delivery during the consultation and discussion phases, implementation - and for a number of years post implementation is significant. It is difficult to see any tangible gains. Distraction from the key role of service deliver is easy to see whether it be about location, terms and conditions, car provision/allowance etc. Working to develop a single overarching culture around functional integration would not require any changes to terms and conditions or location in the short to medium term.

(MKIP success criteria Resilience/Quality)

IT provision: The LA's do not have the same IT systems, but implementation of Option 8 means this would not be insurmountable. The same secondment, learning and shadowing could improve dramatically the usage of the systems where more than one authority is involved, such as with M3. More opportunities for a shared approach will develop ove rth eforthcomign 2-5 years as the IT shared service is rolled out.

Timescales

Functional Integration is already happening. The pace, depth and breadth of it can happen as quickly as MKIP and the Board want. A protocol could be drawn up by April 2013 with milestones for increased integration over a period of 2 – 5 years depending on the agreed extent of the functional sharing.

As other services are integrated/developed, the timescale and nature of the programme for EH can adapt and change. There are massive advances to be made through true legal partnerships and IT development in particular.

Costs

- EH can achieve its functional integration better with improved IT resources, possible use of 'magic pens' tablets and a full overhaul of how the service is delivered. It can start to integrate without this. Costs therefore will be influenced by other service developments outside EH.
- Functional Integration (Option8) does not require the appointment of a single service head and so funds would not need to be diverted to this.
- Team building to ensure the concept of a changed culture was taken on board would really help in the success of this project.

Major Risks

LA's interpreting this as the status quo.

A single culture being resisted by individual staff members.

This Appendix sets out the project's response and consideration of staff written submissions. The table sets out the responses to written submissions received before 26 February 2013 and is followed by a summary of the event held on 26 February 2013 and subsequent written comments received.

EH Team	Aspect	Staff Comment	Response/Shared Service consideration
Food and Safety	Contractors	Mixed experience of quality provided by external contractors, would prefer to deliver in-house where possible	Contracts will be reviewed throughout the life of the service. Clearly, any contractor appointed would need to be of sufficient quality. Joint contracting could make quality contractors more affordable or provide 'economies of scale' opportunities to bring services back in house.
	Food hygiene courses	Decreased demand for courses. Staff see potential benefits in bringing this together	Benefits of this would be explored as per staff suggestion if shared service formed.
	Infectious disease enquiries	Set amount of work per authority, do not feel sharing will decrease the work load	Need to be aware of this for resourcing shared service.
	Animal Welfare	Only TWBC provide this through this team	TWBC would need to rule in or out and if ruled in function would be provided to and paid for by TWBC.
	Health & safety flexible warranting	There are advantages from having introduced flexible warranting but this has increased rather than decreased workload. The authorities plan to build on this through working together regardless of shared service proposals particularly through technical working groups. Riddor investigations represent an opportunity for improvements through sharing	A shared service would allow the advantages to be built on more formally and in a more structured way than proposals through technical working groups though the work of the groups would not be overlooked.
	Admin and technical support	EHO numbers have decreased over time, increasing reliance on admin and technical officers. Role has a technical nature and delivers a variety of functions not all can be considered 'admin'.	Any shared service structure would need to have due consideration of the importance of administration and technical support to the service. The possibility of strengthening this area to free up more EHO time will be considered as this will improve resilience.
	IT provision/partnership/systems	Strong concerns over changing ICT systems due to level of upheaval even if it improves the system. Can see advantages in learning from each other and sharing technology (i.e. magic pens).	Forming a shared service represents a good time to review systems and carry out changes as support and resourcing can be provided to so. The bringing together of ICT systems is fully supported by the ICT partnership. Difficulties in implementing a new ICT system do not rule out change on their own but need to be considered alongside costs and against the wider benefits of doing so.

Specialist or complex investigations	Authorities already support each other in these investigations and information and experiences are shared through technical working groups.	This would be expected to continue but also improved through more direct sharing arrangements within a shared service structure. Each of the authorities will have a lot to learn from each other and any shared service would be expected to take best practice forward. Staff would be fully involved in determining that best practice led by a shared service manager.
Technical working groups	Technical working groups perform a valuable support and knowledge sharing function to all authorities. Might be scope to develop them.	Technical working groups are managed by Kent EH Managers and the CIEH attendance at these groups would continue as appropriate. The advantage of a shared service over the Kent groups is the drive and formal structure to carry actions forward whereas the Kent Groups rely on consensus which can be slow to achieve. There are examples of items being agreed at TWGs that are then implemented separately but in different ways outside of meetings.
Training	Small amount of peer training that occurs and low cost training offered through technical working groups. This is an area that could be developed.	The role of the technical groups in delivering training is outside the control of individual local authorities or the Shared Service. Training, particularly cross and joint training, are a crucial part of delivering and running a shared service. This would be progressed as part of a shared service.
Front line field visits and web site development	Location a very sensitive and serious issue as frontline delivery is tied to it. There is an opportunity for authorities to work together to develop common issues across websites.	It is accepted that location is a crucial part of Environmental health delivery and that this is a key difference from other shared services that have been delivered through MKIP. There are other shared environmental health services from single locations that can be learned from but the design and modelling of MKIP's shared service needs to factor in its own considerations.
Legal advice	Legal partnership may assist in enforcement issues and this might be improved through the legal partnership.	Agreed. Sharing of legal advice and experiences through the EH shared service would also benefit in this area.
Local knowledge	Local knowledge important to effective service delivery. Need to understand the short to medium term impact if the local knowledge is lost.	It is accepted that local knowledge adds value to EH service delivery. Cross training, opportunities for officers to gain experience in other areas and clear succession and induction plans would be crucial. Capturing and retaining knowledge through the change will be important.

	Staff - the human impact	Very clear do not want this issue underestimated. Reduced morale, resources and productivity.	Understood. The service and structure will be designed to provide opportunities to staff where possible and whilst formal processes will be followed with staff, other change events and support for staff will be offered during the process. Where possible the aim is to implement the service with staff fully engaged.
	Alternative proposal	Suggest closer working, formal agreements, no changes to location or terms and conditions.	The business case will include a model that works from 3 sites for assessment.
Protection	Benefits of shared service	Some advantages to all parties. Understand need to work together to achieve the best possible model should it be agreed to progress into a shared service.	Staff input into the detail of the final design of the shared service will be crucial.
	IT systems crucial	Political, operational and technical issues to overcome. Need full corporate level integration. IT used by other teams including planning and building control. Integration cannot be rushed and if it is would lead to a reduction in quality and efficiency.	The ICT partnership allows full consideration of joined up corporate ICT systems and the proposed shared service will benefit from this. Any ICT system used for the shared service partnership will also be implemented in planning at the three authorities and where possible in building control and other areas. It is fully accepted that the ICT will underpin any successful shared service and it will not be rushed but implemented in accordance with an implementation plan that the delivery of the shared service is dependent on.
	Evolutionary not revolutionary integration	Following evolutionary approach could lead to easy cost savings wins by developing/expanding joint contracts, bringing services in house and these can be developed as contracts come up for renewal. Longer term integration allows savings to be made by areas as a) support systems (IT) are resolved b) contracts are renewed and assessment of roles carried out as personnel change or leave each authority. Evolution would also enable place shaping and cultural differences to be examined and overcome where possible. Quality and culture success maintained in short to medium and maybe improved in longer term.	Forming a shared service does not happen overnight and will need to take place in a structured and planned fashion to deliver a sustainable shared service. However, experience and learning in shared services generally and through MKIP's shared services shows that momentum and impetus in forming a shared service must be maintained and shared services designed and delivered within a clear timeframe in order to be successful. The aim would be to have a shared service in place by 1 April 2014. This allows 10 months to implement a shared service. Once up and running it will take time to maximise the benefits of a shared service and the shared service will evolve as additional benefits are realised and staff are able to make the most of there new environment and adjust to the change which it is appreciated could be significant.

Three fully functioning sites	Meaningful and supported presence required at each site. Can be satellite sites as long as fully functioning if smaller. Crucial to quality. Systems to ensure mutual support and crossover of best practices, skills and resources must be implemented. Each site would require own administration support.	As stated above a three site option will be included in the business case. If satellite offices are used they would need to be fit for purpose. This does not necessarily mean that administration support is required on site but would need to be available via ICT and integrated systems.
Need for shared overall manager	Not agreement on this issue across authorities. Manager needed to lead implementation. Some negative experience of a manager that has not had appropriate support structure or roles sufficiently specified to function within a team context. If a shared manager, must be supported from above and below and operate strategically.	Any shared service would have to have a shared service manager. Learning from other MKIP shared services has demonstrated this and given some of the complexities in this service arising from policy and other considerations a shared service manager will be crucial. The need to support that manager appropriately and clearly define all levels within the service is completely accepted.
Senior post/team leader	Each site will need a senior post/team leader to provide supervisory support and operational involvement. Alternatively, if the shared model results on one or two sites only then an alternative option would be to have team leaders for work functions with considerable cross over in supervisory/ practical case load.	Team leaders will be expected at each full site during normal operation. Flexibility will need to be built in for responding to major issues whereby team leaders' expertise maybe required on a particular site (satellite or otherwise) or out of the office.
Ease of sharing services is function dependant	Short and medium term some functions will share well and others will not. Some functions may be more easily partially shared. E.g. development control consultations. In this case, initial responses will need to stay at a local level to ensure the council "place shaping", local "culture", individuality and requirements are maintained. However, analysis of technical reports should be possible by suitably qualified and competent officers in any of the teams. How this would be achieved logistically is another issue and will ideally require IT standardisation.	Part of delivering the service will be identifying those areas that readily lend themselves to sharing and those that do not. Where functions can be shared a plan will be put in place to implement sharing and gain the benefits from doing so. If a function cannot be shared it will be provided to the relevant authority in accordance with agreed service levels.

Evolutionary approach best for cultural success factor	An evolutionary approach with each team learning best practices from each other and a shared culture will develop positively through time. This will be crucial to overall success. A revolutionary approach will force people together with resultant personnel and operational problems that will entail.	Some elements of the shared service will take longer than others to deliver. Even from April 2014 (the proposed 'go live' date of a shared service) further learning and development of a shared culture will be expected. It is accepted that there will issues that arise as a result of forming a shared service and implementing major change. These will need to be appropriately managed and this is often better done over a shorter timescale than allowing the issues to drag out over a longer timeframe.
Commonality from pollution officer group	Each individual team has raised similar thoughts comments and conclusions about the feasibility of shared services and challenges to be overcome. Details can be seen in the attached table.	The comments and input from staff will be factored into shared service development and the work done by staff in identifying these is appreciated.
Shared manager post	What will be the role of the manager post and how will it be supported? Will the post be permanent or a transitional post?	The post would be permanent. Full details of an environmental health structure will come forward as part of formal staff consultations if a shared service is agreed.
IT integration	It is strongly recommended that IT integration and timescales for that integration of essential systems is resolved before an EH shared service integration to avoid causing significant loss in quality in the short-term.	An ICT project is underway to deliver shared planning and environmental health systems across the three authorities. This system will need to be fully operational and in place before a shared service could 'go live'.
Impact on existing customers (networks)	A shared service may impact upon the service that EH provides to many local stakeholders e.g. Planning, E.A Housing Associations, Licensing, and Police. Have the views of partner services and agencies been sought as to how they would like services to deliver in any partnership or are there plans to? We feel that they should be.	It is agreed that the impact on customers will need to assessed to establish how best to provide a service to them from a shared service and this will be done as part of developing the detail of the shared service once the model and principle of forming a shared service have been formally agreed.
Services scoped in	The functional scoping document identified some services that are currently delivered outside of the scope of the shared service scope document. For example TW Air Quality, MBC and Swale Environmental Enforcement/Response teams. Are these included? Both rely on support from teams that are included and the decision about their inclusion has practical implications.	Each authority will have decisions to take with regard to some functions. If they want them provided from the shared service they will need to be resourced and paid for by that authority. If they are not brought in then their relationship with the shared service will need to be understood.

	Legal opinion on strategies	A legal opinion should be obtained regarding shared strategies or action plans that are required by law e.g. Contaminated Land and Air Quality Action Plans.	This can be done if this is felt the best way to progress. If not individual strategies will be retained. The political aspect of members wanting different policies at each authority also needs to be considered.
	Flexible home working	Need to retain good home work capability whilst maintaining full office cover. Changes should not impact on the capability of teams to do this. Flexible/home working should not be seen as the answer to making poor quality satellite offices as this will diminish the quality, efficiency and culture of the service.	Flexible and mobile working will be crucial to a successful shared service and will form an important part of a shared service's model of operation. Cover within the office(s) will be important and levels must not impact on service delivery. The ability to cover offices and workloads will be a consideration under 'resilience' in assessments of the models.
	Role definition is very important	Team leaders and how they integrate with the manager is key. Will they operate at strategic or operational level, or a bit of both? Different functions require different strategic input. For example air quality and sustainability requires considerable strategic and corporate involvement and is not a secondary, small function in terms of impact on the public.	Agreed.

Staff Meeting – Environmental Health Team leaders – Oakwood House – 26 February 2013

A meeting with Environmental Health staff representatives was held on 26 February 2013 where the project board presented the draft business case for an Environmental Health shared service to staff. The report had been circulated to all Environmental Health staff late on Friday 22 February.

Having run through the report with staff the Board asked them to consider the report amongst themselves (the Board left the room) and produce a list of their main concerns and questions they wished to raise. All staff were also given until Monday 4 March to return more detailed comments to the Board.

The immediate concerns and questions raised at the meeting were as follows:

1. How did you get the scores – further clarification required
2. IT Critical - Stress how the IT is a critical factor and how due to previous experience not sure if this will be delivered on time.
3. Staff Conditions – who will we be employed by. Recruitment of new posts, post matching/advertising.
4. Finance – again more clarification required.
5. Satellite Officers/Touch Down how will they be staffed.

There was a discussion on each of these points in the meeting and remaining concerns and questions were asked to put into the submissions to the Board by 4 March 2013.

Three submissions, one from each authority, have been received as well as emails requesting clarification or commenting on the business case. These have been summarised and responded to below. These documents are available in full for inspection by the MKIP Board if they wish in order for them to be able to view staff comments in full.

Summary of Main Issues Raised and Common Concerns from Staff

Critical Success Factor Assessment and Preferred Models

Maidstone agree with one site as the preferred model (subject to the option 8 consideration below). Swale and Tunbridge Wells express support for 2 site model over 1 site (see option 8 consideration below).

Swale and Tunbridge Wells have submitted alternative scoring for the models as follows:

	1 site Project/Swale/TW	2 sites Project/Swale/TW	3 sites Project/Swale/TW
Resilience	36 / 36 / 34	35 / 36 / 38	26 / 35 / 28
Quality	30 / 25 / 25	28 / 28 / 30	25 / 30 / 25
Culture	20/ 20 / 20	13 / 13 / 18	5 / 12 / 5

Efficiencies	8 / 8 / 8	10 / 10 / 10	5 / 5 / 10
Total (out of 100)	**94 / 89 / 87**	**86 / 87 / 96**	**61 / 82 / 68**

Staff Ranking of Model Preference/ Definition of Satellite Office/ Option 8

The view from staff is that the exercise for ranking preferred models undertaken by staff has been misprepresented in the business case as the work was done on the assumption that satellite offices would provide more than touch down/hotdesking/meeting points. In one case the views from staff were made on the basis that the satellite offices would be fully staffed and supported.

The concern from staff is therefore that by representing their rankings as we have we could mislead the Board. The point made above should therefore be considered by the Board when giving weight to the staff rankings.

In addition staff feel that option 8 (3 sites working more collaboratively over time) as proposed by Maidstone has been underplayed and not given sufficient weighting. The alternative scores from Swale and Tunbridge Wells provided above have amended the 3 site scoring to reflect how they see option 8 working.

The Project Board does not feel that it misunderstood option 8 and are confident that it was given the correct consideration. The concerns with option 8 arise primarily from not having a clearly defined shared service to aim for and the need to drive towards that goal in a realistic timeframe to the satisfaction of the MKIP Board. However, option 8 does show some very positive approaches that can be taken to deliver a shared service and is not being discarded as an option but will be integrated into the delivery plan for a shared service to build on the constructive approach taken by staff.

Included Functions/Concerns on Reactive Work/ Flexibility to Deliver Functions

Staff would like clarity on included functions and an additional appendix (Appendix G) setting this out has been included as a result. However, the inclusion and provision of reactive work is of concern to Swale and particularly Tunbridge Wells where it is felt there could be a significant impact on provision of reactive work from a single site.

The concerns raised by staff are understood and the provision of reactive work will be a primary consideration for the Environmental Health Manager. A clear strategic steer has been given from Tunbridge Wells' management that the reactive work is to remain in rather than extract it from the shared service. It is considered by the project board to be deliverable from a one site model and the use of a rota system, for example, could be used to deliver it with either rota'd officers working from Swale or Tunbridge Wells offices or supported to work from home depending on practicalities.

Some concerns are raised as to how staff will cover duties that other authorities do not provide. For example, would Maidstone officers be trained to cover Tunbridge Wells' reactive work? This will be for the Environmental Health manager to determine and deliver keeping in mind that each authority will expect the service it has paid for. Resilience would be improved by having cross training and sharing of skills.

Quality of Service to Internal and External Customers

There is a suggestion in staff responses that impact on quality has not been sufficiently factored into the models by the project board in carrying out there assessments. Particularly the impact on internal customers such as councillors. The Board have considered these impacts in reaching their assessments and the provision of meeting space at other sites, alternative communication methods and improved systems are all expected to deliver a quality customer service to internal and external customers.

Importance of ICT

The importance of ICT to running the service is reiterated by the staff comments. This is fully understood and accepted. The provision of a new ICT system, flexible working technologies and support and linkages to other ICT systems are all crucial. The provision of a new ICT system is the critical task in the timeline for delivering the project and as such if the provision is delayed so too would the delivery of a shared service from a single site. The project board fully accept this.

Concerns Over New Structure/ Presentation of Structure Chart/Split into North and South Teams

A variety of concerns are raised by staff regarding the specifics of the new structure, how the structure chart is presented (particularly banding together and use of terms such as Principal Environmental Health Officer (PEHO) and Environmental Health Officer (EHO)). The basic structure chart as presented to staff uses such terms due to the banding used to calculate the finances and staffing levels for a shared service. In reality it will be for the Environmental Health Manager to produce a more detailed structure with actual job titles and present that to staff as part of the formal HR consultation process to include the Unions. For example one solution would be to have career graded EHO posts that provide a flat structure and the opportunity for progression to staff.

As the staff responses demonstrate it is clear that the basic structure chart used to present to staff should include financial information to demonstrate the purpose of the bandings. Therefore Appendix F has been amended to include a confidential page that shows the costs of each level of structure. The reason for making this element confidential at this stage is that individual staff salaries can be identified from the information.

The split into North and South teams proposed also retains some flexibility as to how they will be divided and the principle of North and South teams can be commented on as part of staff consultation. This division would be internal to the shared service and therefore be under review by the Environmental Health Manager and open to amendment in order to be responsive to the needs of the staff and authorities.

Storage and Equipment

Concerns are raised over the laboratory and storage space and technical environmental health equipment. These concerns will need to be addressed through auditing, rationalising and ensuring that the equipment needs of the service are met. Additionally, a budget has been included as part of forming the shared service that could be used to procure more equipment if a need is identified as part of this work.

General Comments on the Report and Process

A number of comments have been received that regard the consultation timescales as too short, that scores are influenced by a desire to move to one site and that the report is presumptive in favour of an outcome before the consultation process with staff has finished.

It is important to note that this is not a formal consultation process with staff and is part of the project board involving and giving due consideration of staff comments on the business case. A formal staff consultation would be carried out if the MKIP Board and then each authority's Cabinet agree to form a shared service.

In addition the report has remained open to amendment due to staff comment and the need to capture staff feedback. This is the purpose of this appendix which the project board hope has captured the main staff concerns. However, before reaching a view on the business case the decision makers are recommended to consider staff comments received in full.

	Key Date	ICT	HR	Service	Comms
Jan-13	ICT DECISION	PROCUREMENT			
Feb-13		PROCUREMENT			
Mar-13		PROCUREMENT			
Apr-13	PROC DECISION	PROCUREMENT			DECISION TO ALL
May-13		INSTALL AND TRAINING			
Jun-13	CABINET DECISION	INSTALL AND TRAINING	MANAGER APPOINTMENT		DECISION TO ALL
Jul-13		INSTALL AND TRAINING	STAFF STRUCTURE	FINALISE STRUCTURE DESIGN	
Aug-13		INSTALL AND TRAINING	STAFF CONSULTATION	OPERATION AND POLICY DESIGN	
Sep-13		INSTALL AND TRAINING	STAFF CONSULTATION	CONTRACTS AND ACCOMMODATION REVIEW	
Oct-13		INSTALL AND TRAINING	AMEND STRUCTURE	OPERATION AND POLICY DESIGN	
Nov-13		INSTALL AND TRAINING	APPOINTMENT PROCESS	REMOTE SHARING	
Dec-13		INSTALL AND TRAINING	APPOINTMENT PROCESS	SLAs, COLLABORATION AGREEMENT	
Jan-14		INSTALL AND TRAINING	NEW STRUCTURE START	REMOTE SHARING	
Feb-14		SUPPORT	ONGOING SUPPORT	REMOTE SHARING	MOVE PLANS TO ALL
Mar-14	MODEL COMMENCE	SUPPORT	ONGOING SUPPORT	NEW LOCATION (EARLIEST DATE)	COMMENCEMENT TO ALL
Apr-14	PROJECT REVIEW	SUPPORT	ONGOING SUPPORT	NEW CONTRACT ARRANGEMENTS	
May-14		SUPPORT	ONGOING SUPPORT	ONGOING SERVICE DEVELOPMENT	
Jun-14		ONGOING DEVELOPMENT	ONGOING SUPPORT	ONGOING SERVICE DEVELOPMENT	BOARD REPORT
Jul-14		ONGOING DEVELOPMENT	ONGOING SUPPORT	ONGOING SERVICE DEVELOPMENT	
Aug-14		ONGOING DEVELOPMENT	ONGOING SUPPORT	ONGOING SERVICE DEVELOPMENT	

Environmental Health - Summary of Costs & Savings
Based on 1 Site MBC

	2013/2014	Years 1 2014/2015	2 2015/2016	3 2016/2017	4 2017/2018	Notes
Savings - Staff		-£49,440	-£49,440	-£49,440	-£49,440	
Redundancy - one off	£41,500					
Additional mileage costs	£9,400	£37,500	£37,500	£28,100		Mileage costs payable for 3 years, assumes some mileage costs payable part year 2013/14 and balance incurred 2016/17.
Investment Training / Development	£7,000	£7,000	£6,000			
Business Improvement /Delivery sections	£10,700					
HR Support	£6,200					
Annual Cost / Savings	£74,800	-£4,940	-£5,940	-£21,340	-£49,440	
Cumulative Cost / Savings	**£74,800**	**£69,860**	**£63,920**	**£42,580**	**-£6,860**	

This table shows that the level of investment included for the shared service would be fully repaid at the end of year 4 of the service being fully operational and full savings delivered from year 5 onwards

Environmental Health - Summary of Costs & Savings
Based on 2 Sites MBC & TWBC

	2013/2014	Years 1 2014/2015	2 2015/2016	3 2016/2017	4 2017/2018
Savings - Staff		-£49,440	-£49,440	-£49,440	-£49,440
Redundancy - one off	£28,300				
Additional mileage costs	£4,000	£15,900	£15,900	£13,000	£3,200
Other additional mileage between sites	£5,000	£10,000	£10,000	£10,000	£10,000
Investment Training / Development	£7,000	£7,000	£6,000		
Business Improvement /Delivery sections	£10,700				
HR Support	£6,200				
Annual Cost / Savings	£61,200	-£16,540	-£17,540	-£26,440	-£36,240
Cumulative Cost / Savings	**£61,200**	**£44,660**	**£27,120**	**£680**	**-£35,560**

This table shows that the level of investment included for the shared service would be fully repaid at the end of year 4 of the service being fully operational and full savings delivered less on going mileage from year 5 onwards

Environmental Health - Summary of Costs & Savings
Based on 2 Sites SBC & TWBC

	2013/2014	Years 1 2014/2015	2 2015/2016	3 2016/2017	4 2017/2018	Notes
Savings - Staff		-£49,440	-£49,440	-£49,440	-£49,440	
Redundancy - one off	£26,300					
Additional mileage costs	£2,500	£10,100	£10,100	£10,100	£7,600	MBC do not have a policy therefore assume NJC rules apply for MBC only - this would be payable for 4 years. Some mileage costs payable part year 2013/14 and balance incurred 2017/18.
Other additional mileage between sites	£5,000	£10,000	£10,000	£10,000	£10,000	On going
Investment Training / Development	£7,000	£7,000	£6,000			
Business Improvement /Delivery sections	£10,700					
HR Support	£6,200					
Annual Cost / Savings	£57,700	-£22,340	-£23,340	-£29,340	-£31,840	
Cumulative Cost / Savings	**£57,700**	**£35,360**	**£12,020**	**-£17,320**	**-£49,160**	

This table shows that the level of investment included for the shared service would be fully repaid at the end of year 3 of the service being fully operational, partial savings year 4 and full savings delivered less on going mileage from year 5 onwards

Environmental Health - Proposed Shared Service Structure

Team Description	Existing Structure 2012/2013		Proposed Structure		Costs Allocated to Authorities			Allocation of costs to the three Authorities
	FTE	Budget Cost	FTE	Estimated Cost	MBC	SBC	TWBC	
Environmental Health Manager^^^	0.8	£51,620	1.00	£73,190	£21,960	£21,960	£29,270	10% cost direct to TWBC - Managing the Health team - balance split by a third
Team Leaders	6.00	£310,890	4.00	£207,930	£79,710	£64,110	£64,110	MBC (0.3 FTE) SAG (Safety in Action),balance split by a third
Environmental Protection	9.64	£387,250	10.14	£404,480	£98,270	£133,160	£173,050	Allocated on Functions:- The differences being Reactive SBC -(1 FTE), TWBC - (2 FTE) and IPPC work MBC - (0.1 FTE), balance split by a third
Food & Commercial ###	12.40	£510,520	12.90	£525,240	£209,620	£89,210	£226,410)	This area also includes Health & Safety - Health & Safety allocated MBC - (2 FTE), SBC (1.2 FTE) and TWBC (1.6 FTE).
							)	Food split by number of premises inspected and length of time to produce an estimated cost this is then weighted - MBC 43%, SBC 13% and TWBC 44%.
Admin***	6.20	£141,820	6.20	£141,820	£46,510	£54,510	£40,800	SBC - (0.5 FTE) Supporting Licensing & Housing Renewal, MBC - (0.25 FTE) - SAG , balance split by a third.
Total Cost	**35.04**	**£1,402,100**	**34.24**	**£1,352,660**	**£456,070**	**£362,950**	**£533,640**	
				Less existing cost of service	£460,340	£371,280	£570,480	
				Predicted level of saving	**-£4,270**	**-£8,330**	**-£36,840**	
				Percentage saving per Authority	**8.64%**	**16.85%**	**74.51%**	

Notes

^^^ Excludes non Environmental Health functions i.e. Managing the Health Team, Emergency Planning
*** MBC includes proportion of Corporate Support & Gateway staff 0.6 FTE
Food Contract for Inspections is out sourced at SBC

Functions within Scope	EH Functions outside Scope	Definition	Issues
Food Inspections		Programmed food inspections and enforcement required by the FSA Codes of • Category A – E visits and revisits • Inspection of New Premises within 28 days • Inclusion in FSA's FHRS • Prosecution, hygiene improvement/prohibition notices, seizure and detention • Alternative Enforcement for cat E • Approved Premise – approved processes	Swale currently out sources • Inspections B-D category. • New premises In house inspections for • A rated • Prosecutions within team • Approved Premises within team
Food Hygiene and Food Complaints	Voluntary surrender (Insurance Certificates), visit, certificate, admin fee Healthy Choices Award Scheme	• Investigation of complaints about food • Investigation of premises hygiene complaints • Export certificates	Swale do not do Voluntary Surrender Only TW have a Healthy Choice Award scheme (public health-obesity)
Planning and Licensing Consultees		• Responsible authority for licensing, comments on H&S • Comments on planning applications in relation to food	
Health and Safety Programmed Inspections		• In line with HSE guidelines (currently inspecting cat A premises) • Use of statutory powers including prohibition notices/improvement notices/powers of entry/etc • Participation in HSE/Kent H&S projects	
Health and Safety Reactive Work		• Accident investigations • Dangerous Occurrences • Complaints relating to H&S in workplace from employees and public • Use of statutory powers • H & S project work both HSE and LA	

Functions within Scope	EH Functions outside Scope	Definition	Issues
Infectious Disease Investigations and work with Health Protection Agency		• Investigation of cases in line with HPA guidance, letters, advice and questionnaires • Investigation of outbreaks of food borne infections and food poisoning with HPA including e.coli cases, legionella (link with HSE) • Local Government Miscellaneous Provisions requirements including registration /inspection of skin piercers, tattooing and beauty treatments.	
	Food Hygiene Training	• Provision of food hygiene courses for businesses • Officers act as trainers in their own time and are paid from income or paid through LA time	TW have current partnership with K College, Sevenoaks, Dartford, T&M Potential expansion of partnership?
	Shellfish Beds	• Sampling and monitoring	Swale only (Port of London contracted to do the sampling)
	Animal Welfare	• Inspection of animal boarding, breeding premises, pet shops, zoo, riding establishments, pet shops, keepers of dangerous wild animals	Swale have zoo (Environ Response deal with inspections and issue licence) TW inspect all and issue licence Maidstone inspect and Licensing team issue licence
Private Water Supplies		• Policy and procedure development and reviews • Maintenance of public register • Processing of applications • Identification, Investigation and survey of potential private water supplies and private distribution systems • Risk assessment • Sampling • Monitoring	Acting in an advisory capacity e.g. TW to economic development on issues associated with Chalyebeate spring in the Pantiles at TW
Contaminated Land		• Strategy, Policy and procedure development and reviews • Review of reports submitted through development control • Production and tendering of specifications for site	• Charge consistency across 3 LA areas

Functions within Scope	EH Functions outside Scope	Definition	Issues
		investigation/risk assessment by consultants • Production and tendering of specifications for remediation projects. • Risk assessing • Sampling • Treatment & remediation • Site specific searches relating to contaminated land by solicitors/home owners • Response to complaints of contaminated land eg heating oil spill or other.	
General Environmental Health Requests		• Land Charge notices • Environmental Enquires (contaminated land)	
	Environmental Protection service requests	• Prevention of damage by pests • Filthy & verminous premises • Drainage (where only one property or septic tank etc) • Construction sites (COPA 1974) • General Advice particularly on pest control • Pest identification	For TW **Swale & Maidstone Environmental Response deal with** • Prevention of Damage by Pests Act • Accumulations **Swale & Maidstone Housing** deal with • Filthy & verminous premises
	Statutory nuisance in **Commercial** premises	• Odour • Noise • Accumulations of waste • Dust • Smoke • Fumes and Effluvia • Insects • Light	**Swale Environmental Regulation deal with** • Farms for Poultry manure and bonfires dealt with by **Maidstone Environment Enforcement** deal with all premises
	Statutory nuisance in **Domestic** premises	• Noise • Odour • Accumulations of waste • Dust • Smoke • Fumes and Effluvia • Insects • Light	TW only This includes the investigation, assessment, determination of nuisance, preparation and service of notice, preparation of cases for prosecution, application for and execution of warrants for seizures and other works in default.

Functions within Scope	EH Functions outside Scope	Definition	Issues
			Swale EP do undertake calibration of equipment

Swale EP do undertake calibration of equipment |
	Clean Air Act 1993	• Investigation of black smoke bonfires/burning of waste. Action as necessary.	Undertaken by ER & EE at Swale and Maidstone
Licensing Reviews		• Responsible authority consultations • Investigations relating to licensed premises • Attendance at hearings • Preparation and calling of reviews	
Planning Application		• Comments on relevant applications • Attendance at planning hearings and enquiries • Review of details submitted to discharge conditions in specialist areas e.g. cont land /noise. • Preparation and review of standard conditions	
IPPC (integrated Pollution Prevention and Control)		• Integrated pollution prevention control • Inspection and permitting of prescribed processes • Collection of fees, invoicing, payment of contractor, licence/registration • Investigation of complaints about Permitted premises, enforcement action as necessary.	Swale and TW use contractor

Maidstone in house.

TW deal with enquiry's about processes or from processes. |
| Air Quality Management | | • Air Quality Monitoring Stations, calibration
• Monitoring AEA contract
• Collating data and submitting to DEFRA
• Reporting on air quality
• Strategic influencing - liaising with planning, transport, KCC | Swale use consultant to collate submit data to DEFRA

TWBC this is a function done by Sustainability section support is given by E.P on occasion. |
| | Carbon Management | | |

Functions within Scope	EH Functions outside Scope	Definition	Issues
	L A Safety Advisory Group	• Participate in SAG as specialist advisors for H&S, Food Hygiene. Monitor noise at events.	**Maidstone** SAG Coordination and administration by Manager. TW and Swale consulted on events as required.
	Public Health Funerals	• Visiting deceased's home, identifying valuable documents and personal possessions, tracing family, arranging funeral	**Swale only** Exceptional situation were deceased out of area – assisting other LA with home in district (may be a coroner matter?)
Student Training		• Assist the training of student EHOs across the whole range of environmental functions	
	Corporate Emergency Planning	The organisation of Emergency Planning within local authority. Co-ordination between KCC on training, situations, functional plans, rest centres. Assisting the Borough Emergency Co-ordinator,	