

Bromsgrove District Council Redditch Borough Council Wyre Forest District Council

Land Drainage Shared Service

BUSINESS CASE

The managing of the three Land Drainage teams through a Shared Service.

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Executive Summary

The purpose of this business case is to outline the key requirements for the development of a shared corporate Land Drainage Service between Wyre Forest District Council (WFDC), Bromsgrove District Council (BDC) and Redditch Borough Council (RBC). An agency agreement between the County Council and Wyre Forest will be underway in August to deliver County Council services under the Flood and Water Management Act 2010 across the three Districts. This will be incorporated as part of the shared service that Wyre Forest will undertake.

Overall, the Land Drainage shared service project proposes three options for the future delivery of a shared Land Drainage service across the three Councils.

Those options are:

Option 1 (not recommended)

Maintain the status quo and continue with current arrangements.

Option 2 (not recommended)

Minor changes to maximise opportunity through working with Wyre Forest as they deliver the County Council services to North Worcestershire

Option 3 (recommended)

Fully integrated North Worcestershire Shared Service hosted by Wyre Forest District Council

Business Case Details

The business case includes details of the respective Authorities current arrangements for the delivery of Land Drainage services as well as proposals for sharing the service. These details include:

- The proposed options for sharing the Land Drainage service across the three councils.
- Recommendations for consideration at the Shared Service Board.
- Costs of current Land Drainage service provision at all councils.
- The financial implications of implementing a shared service.
- The current Land Drainage staffing structures in place at all councils.
- A proposed new staffing structure for a shared Land Drainage team.

Risk implications

The report provides a risk matrix outlining the respective risks and mitigations in agreeing/proceeding with the proposed solution.

Human Resource Issues

The report provides an outline structure chart for a shared Land Drainage team. Any decision to proceed will be subject to a formal employee and Trade Union consultation which may result in the structure chart being changed. If the proposed structure is adopted it would directly affect some staff at all Councils and although this business case is not premised on cost reduction, there may be potential for redundancy as a result.

Recommendation(s)

1. That the Shared Service Board agrees the business case in respect of a shared Land Drainage Service.
2. That, in accordance with the previously agreed PID dated June 2011 the three partner Councils proceed with the creation of the shared service following the recommended option 3 outlined above and detailed within this report.
3. That any implementation costs are divided between the three Councils. This will be subject to final financial agreements being in place between the partner Authorities.

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1. BUSINESS CASE HISTORY

To seek Members' agreement to enter into arrangements for a shared Land Drainage service across RBC, BDC and WFDC.

1.1 VERSION HISTORY

Version no.	Date issued	Summary of Changes
V 1	04.07.2011	
V 2	08.07.2011	Additional detail re staffing costs
V3	13.07.2011	Staffing costs for WFDC and RBC
V4	15.07.11	Staffing costs for BDC

V5	22/07/2011	More detailed cost information
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1.2 DISTRIBUTION

This document has been distributed to:

Version no.	Name(s)	Role within the project
V 1	Richard Osborne, Mike Parker, Clive Wilson	
V 2, V3 and V4	Project Board	
V5	Members Board Project Board Relevant Staff	

1.3 APPROVALS

This document requires the following approvals:

Name	Signature	Title	Date
Transformation Programme Board		Project Sponsor	
Shared Services & Transformation Board (Members)		First Approval	22/06/2011
R&B Officer Programme Board		Business Case	20/07/2011
R&B Member Programme Board		Business Case	18/08/2011
Executive (RBC)/ Cabinet (BDC) / Cabinet (WFDC)		Recommending body	Redditch Exec 23 rd August 2011 Bromsgrove Exec 7 th September 2011 Wyre Forest Cabinet 20th Sept

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			2011
Full Council		Final decision maker	Redditch Council 5 th September 2011 Bromsgrove Council 14 th September 2011

2. PURPOSE OF DOCUMENT

To provide Members with the business case in support of a shared service between Wyre Forest District Council, Redditch Borough Council and Bromsgrove District Council's Land Drainage teams.

The business case establishes how a shared service for Land Drainage can be delivered to enable the wider strategic objectives of the shared service agenda. It is anticipated that the development of a shared Land Drainage service would also improve the resilience, performance and effectiveness of the service across all three Councils.

3. AIMS OF THE PROJECT

To consider the options for a shared Land Drainage service between Wyre Forest District Council, Redditch Borough Council and Bromsgrove District Council. To review the process of delivering the service to enable the delivery of the wider shared service agenda. To improve the efficiency and effectiveness of the Land Drainage function.

What do we want to achieve?

- Enhance service delivery to increase customer satisfaction
- Future proofing the service against new legislative requirements
- Deliver strategic excellence across the three Districts
- Develop the sharing of information and expertise
- Make better use of resources, inc staff, equipment and finance
- Possible future income generation from the sale of specialist services e.g Sustainable Urban Drainage (SUDs)

- Deliver efficiencies for the three organisations
- Remove duplication of effort
- Attract additional investment through undertaking work on behalf of the County Council
- Review the structures within existing Land Drainage teams
- Provide a shared service capable of maintaining and improving income streams
- Create an organisation with high levels of flexibility in order to meet new demands and opportunities
- Provide a significant level of service resilience and robustness within the service to better meet periods of varying demand

4. BACKGROUND

Over the last two years the Land Drainage teams have begun to work more closely together as a consequence of a Flood Trainee Engineer being employed by Wyre Forest¹, but with the remit to cover the North of the County. This post has begun to undertake activities that benefit both the Districts and County and start to meet our responsibilities through the Flood and Water Management Act 2010 (FWMA 2010).

The opportunities this joint working has opened up and the challenges faced by the FWMA 2010 have created the impetus to look in more detail at a shared service.

5. DRIVERS FOR CHANGE

The key driver for this project is to create resilience within the Land Drainage teams and to undertake succession planning as key staff near retirement age.

Other drivers for change include:

- Limited resilience due to the size of the teams
- Skills and knowledge gaps within the individual authorities.

¹ The post is funded jointly by WFDC and Environment Agency

- The new additional burden of responsibilities imposed by the FWMA 2010
- To be able to diversify its operations, resulting in increased income and create a position of strength in the fields of operation particularly around undertaking work on behalf of the County.
- To maintain the current high levels of customer satisfaction for the services provided.
- Budget pressure on all three councils – the new Act could subsequently require an expansion of the teams to meet the new duties.

6. CURRENT ARRANGEMENTS

All three councils currently have distinct Land Drainage teams and each are located in different Directorates.

The following are attached as appendices:-

Appendix 1 Wyre Forest District Council current Land Drainage teams structure

Existing Service Costs

The current cost for the **Flooding & Watercourse** Service at WFDC is £90,110. This cost includes the services listed below:

- Produce Multi-agency Flood Plan in conjunction with community and statutory groups
- Produce and implement Management and Maintenance Plans of watercourses
- Give advice and undertake alleviation / improvements to watercourses and residents home where risk of flooding was high
- Input data into what will become the County's asset register
- Ordinary Watercourse inspection and enforcement
- Ordinary Watercourse maintenance (on Council owned land)
- Respond to consultations on planning applications and make recommendations
- Assess SuDs and advise regarding maintenance
- Cesspits and Septic Tanks
- Provide a post-Flood Event Response
- Input data onto GIS
- Manage budget in relation to watercourse work and support bids to attract additional funding where required
- Community engagement including officer support to local resident's groups

- Land Drainage

In addition to the revenue costs there is also a budget for undertaking non routine works within Wyre Forest of £10,000. This work is typically for maintenance or clearance of watercourses, where emergency works or works in default are required and recovery of costs is not always possible.

The costs above include the service level agreement costs, paid for by the County, for the Land Drainage Officer post that covers County responsibilities.

The current cost for the **Flooding and Watercourse** Service at RBC is £67,096. This cost includes the services listed below:

All of the services listed above and also;

- Management of the Term Contract (Erris (Builders) Ltd) (62k)
- S106 inspections and procedures in connection with future land drainage assets
- General land drainage maintenance of County assets (excluding roadside ditches – Highways Act responsibility) (18k)
- Including main rivers

Included in the figure above is a budget for undertaking non-routine works of £28,000.

This is assuming 100% of the Engineering and Design Manager Post rather than a mixture of all of the team who are currently undertaking some of the work highlighted above (Please note only the Engineering and Design Manager Post spends 50% or more on this work).

RBC will also allocate £130 for PC replacement in year one only.

The current cost for the **Flooding and Watercourse** Service at BDC is £40,977.

This cost includes all of the services listed below:

- Produce Multi-agency Flood Plan in conjunction with community and statutory groups
- Give advice and undertake alleviation / improvements to watercourses and residents home where risk of flooding was high
- Ordinary Watercourse inspection and enforcement
- Ordinary Watercourse maintenance (on Council owned land)
- Assess planning applications and make recommendations
- Assess SuDs and advise regarding maintenance
- Cesspits and Septic Tanks

- Provide a post-flood event response

Within Bromsgrove there is also a budget for undertaking non-routine works of £8,024, included in the figure above.

The new obligations under the Flood and Water Management Act 2010 are generally accepted as likely to have a negative impact upon budgets. By combining resources we will enable these increased costs to be kept to a minimum or allow service delivery to customers to be improved, or even both.

7. SOLUTION OBJECTIVES

The key objectives of the preferred option for the future delivery of Land Drainage Services are:

- Ensuring a robust service able to promote itself and maintain appropriate levels of service delivery
- Maintaining and improving income stream.
- Improving customer satisfaction levels and service delivery
- Ability to diversify services offered in the longer term
- Increase operational efficiency
- Improve the value for money provided by the service
- Build-in resilience and future proofing.

8. FINDINGS FROM THE PROJECT TEAM

This business case has been produced in consultation with all the senior officers leading the services at each council.

In addition informal discussions have been held with the staff currently responsible for delivering the service across North Worcestershire and they have been supportive of the reasoning and approach taken in developing this Business Case. The following issues have been highlighted;

Skills and Knowledge

The staff are aware that each Council's team has a very distinctive set of skills that if brought together in one team could provide a more rounded and robust service delivery. The skills and knowledge could be shared across the Councils to the benefit of each area, thereby enhancing the service offer. There is also the potential then to offer additional services to other Councils, including the County, that capture these skills.

It also emerged, from the informal discussions, that there were widely varied interpretations of both existing and new legislation within the constituent councils. By combining this knowledge it will allow the development of a more generalised standard of approach which will foster a more unified approach through a new shared service and give greater consistency to customers.

Record Keeping

It will be essential to ensure that there are common records across the three districts and that the response is the same where there are cross-boundary catchments.

Each of the Councils currently have different GIS and record collection methods but as part of the shared service it is proposed that we develop common GIS platform if possible to do so within existing budgets.

Community Engagement

The staff have highlighted the need for the future service to be effective in its community engagement so that we can both develop and monitor the performance of all land drainage assets. By effectively eliminating cross-boundary divisions, the impact from or to another area will be more properly considered, delivering a more robust, resilient and valued service to customers. This is particularly relevant on watercourses that cross District boundaries such as Gallows Brook, Hockley Brook, Hoo Brook and other associated watercourses cross from Bromsgrove into Wyre Forest and River Arrow, Dagnell Brook, Swans Brook and some other watercourses cross from Bromsgrove into Redditch.

Emergency Planning

Other than for Emergency Planning roles, there are no formal arrangements in place for pro-active, pre-emptive measures should severe weather be expected within BDC and WFDC. At the current time WFDC do undertake inspections of known hotspots where there advance warning of heavy rainfall where resources allow.

By reviewing this, an opportunity exists to expand an RBC-type approach for County and certain subsequently defined critical hotspots for the BDC and WFDC areas, identified through risk assessments. This would initially be on a "Without Prejudice" basis and initially funded from within the new budgets.

Once progress has been made with the new Registers and Records (required by the FWMA 2010), it will be possible to either demand asset owners take responsibility for their assets or to seek contributions for the shared service to carry out these functions on a limited basis, subject to

agreed fees, on behalf of the owners. This would heavily interface with any community engagement strategies.

County Council Work

Wyre Forest DC have also been in discussion with the County Council regarding provision of services on their behalf and kept them informed of the progress being made to create a shared Land Drainage service and again they are supportive of this approach. The County Council have expressed a desire, in relation to the functions it will devolve to us via an agency agreement, that they want to deal with just one service provider within the North (and the same in the South) of the County. It is Wyre Forest's intention to provide the service to the County across the three districts and this will, in turn, support the Districts to respond to the need for a strategic approach in watercourse / land drainage services.

9. OPTIONS FOR THE DEFINED METHOD OF APPROACH

In looking for a solution to continue to deliver high quality Land Drainage services for all three councils, three options were considered:

Option 1

Maintain the status quo and continue with current arrangements.

The changes to Local Authorities introduced by the FWMA 2010 have meant that it is no longer possible for Local Authorities to be seen to be 'standing still'. Whilst it is not clear yet as to the full extent of District and County responsibilities, there will be both an additional requirement placed on services and an opportunity that would be missed to enhance services by taking on additional work, funded by the County. To remain as we are would seriously limit the ability to operate competitively, especially in terms of effective and flexible service delivery.

With staff at all three Councils at minimum levels, the ability to undertake proactive work is seriously restricted during times of high demand, with the consequent effect on staff morale and service delivery. This will become a more acute problem within Redditch and Bromsgrove as staff reach retirement age shortly.

Land Drainage within the three local authorities has built up an excellent reputation for service and local knowledge – not to keep improving and building on these qualities would be seen as a failure tax payers, to whom flooding and related issues has a high profile due to problems in recent years.

Recommendation - that this is not a preferred option.

Option 2

Minor changes to maximise opportunity through working with Wyre Forest as they deliver the County Council services to North Worcestershire

The ability to make the service more robust and resilient would be lost through this approach as it doesn't adequately deal with the distinct skill sets within each Council or the fact that two key members of staff based in Redditch and Bromsgrove are reaching retirement age and could leave both Council's taking with them the local knowledge and expertise developed over many years.

Recommendation - that this is not a preferred option.

Option 3

Fully integrated North Worcestershire Shared Service hosted by Wyre Forest District Council

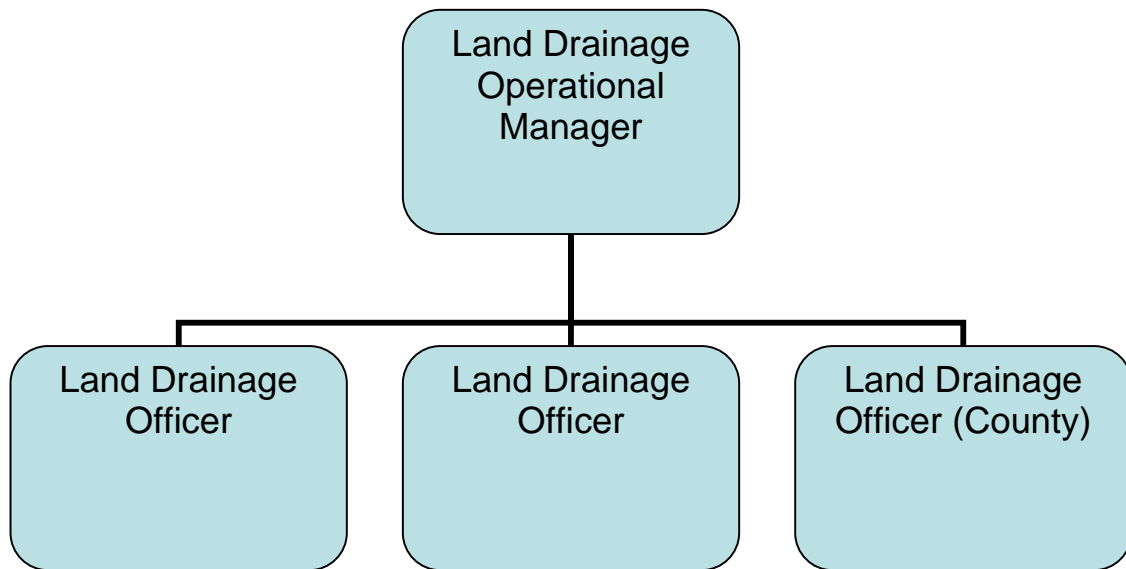
The option of developing a shared service across North Worcestershire will tackle the issues around resilience and succession planning, will bring a greater mix of skills to the service (both strategic and operational) and will also enhance the District's team through access to an additional post funded by the County Council.

A North Worcestershire service, with strong emphasis on community engagement is likely to be able to maintain the feel of a local service whilst being in as strong a position as possible is considered vital.

The creation of a North Worcestershire shared service has the potential to mutually protect the income stream of each authority and allows a stronger unit to diversify and to further both strengthen income streams and provide improved customer satisfaction as the responsibilities under the FWMA 2010 are rolled out.

Recommendation - that this option be adopted.

If this recommendation is acceptable we will need to develop a new structure to undertake the work, and the proposed structure and job roles are shown below;



An operational manager post is proposed that would be responsible for the day to day supervision and management of the team, would ensure consistency of service delivery, procedures and processes across North Worcestershire, community engagement and be the lead officer for liaising with the County Council regarding elements of the service provided to them under the service level agreement. This post would be the lead technical role for the service and provide the lead on operational activities with regards to Council owned assets and others (where service agreements exist e.g. ERRIS). This post equates to 60% of the current Engineering and Design Manager based in Redditch and it is proposed that this post be seconded into the shared service, with the post holder's agreement, for an initial period of one year to give us greater flexibility around the longer term structure of the team and what will be required in light of the FWMA 2010 responsibilities in the future. It also means there are no changes to the current postholders current terms and conditions immediately prior to his retirement. This will enable the service to continue to be delivered with consistency and to a high standard whilst the team is restructured and the post holder gives consideration to their retirement plans. If the postholder chooses to retire in 12 months, then the Council will appoint to the vacant post alternatively they may choose to apply for the position within the new shared service. This postholder would also be responsible for some of the daily operational tasks carried out by the Land Drainage Officers (please see below) to support the other staff.

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It is proposed that there will be three Land Drainage Officers (3 FTE) covering Redditch, Bromsgrove and Wyre Forest. These posts will be responsible for investigation of land drainage issues, monitoring of assets and enforcement. They will respond to routine planning applications and enquiries, be responsible for community engagement and respond to flooding incidents. These posts will also respond to rural non-mains drainage issues.

One of these posts will be funded through the County Council and undertake tasks, primarily in response to the agency agreement, across all of the North of the County. Their work will include; to compile and provide data to the County (for the asset register/record, asset management plans and management and maintenance plans) and support their responsibilities under the FWMA 2010. They will also be involved in community engagement. This postholder will provide GIS mapping services for the team and county.

The cost of the new structure is estimated to be £191,634 (subject to job evaluation of posts).

The shared service will also require admin support and this will form part of the agreed hosting charge for the shared service.

It is proposed that a new scheme of delegations is agreed so that enforcement powers, under the Land Drainage Act 1991, Flood and Watercourse management Act 2010, Public Health Act 1936, Environmental Protection Act 1990 and Building Act 1984, in relation to drainage matters are delegated to Wyre Forest District Council.

10. GOVERNANCE ARRANGEMENTS

The Shared Land Drainage Service shall be managed by a Client Management Group as distinct from a Joint Committee. The Client Management Group shall comprise Directors and Heads of Service and may include elected Members. The role and responsibilities, together with the details of those persons forming the Group shall be detailed within the collaborative legal agreement between the partner Authorities.

11. BENEFITS AND COSTS

The benefits from the implementation of a shared Land Drainage service are:

- Build-in resilience and future proofing.
- Maintaining and improving resources.
- Improving customer satisfaction levels and service delivery.
- Ability to diversify services offered and expanding the income earning element of the service.
- Increase operational efficiency.
- Improve the value for money provided by the service

The costs of implementing a shared Land Drainage service will be met from within existing budgets'. This may include the need to undertake data transfer from existing GIS.

12. KEY MILESTONES

The project start date in 2011 with key milestones.

Milestone	Estimated Target Date
Project Start Date	June 2011
Recommendation to proceed – T&SS Board (Members)	
Recommendation by Executive (RBC)/ Cabinet (BDC) / Cabinet (WFDC)	Redditch Exec 23 rd August 2011 Bromsgrove Exec 7 th September 2011 Wyre Forest Cabinet 20 th September 2011
Decision by Council BDC	Bromsgrove Council 14 th September 2011
Decision by Council RBC	Redditch Council 5 th September 2011
Begin non staff related elements	June 2011
Formal consultation for any proposed staff changes and TUPE	August / September 2011
Recruitment to new unit	October 2011

13. PROJECT ORGANISATION AND STRUCTURE

The Project Board will be structured as follows

Senior Executive	Shared Board
Senior User	Guy Revans
Senior Supplier	Mike Parker
Project Manager	Richard Osborne

14. RISKS

In developing the risk assessment, the following matrix has been used.

Likelihood (L)		Impact (I)	
High	4	Critical	4
Significant	3	Major	3
Medium	2	Marginal	2
Low	1	Low	1

The key risks to implementation of the solution identified at this stage together with mitigation options are as follows:

Risk	Rating		Score	Mitigation	Mitigated Score
	L	I	(L x I)		
Lack of political support	1	4	4	Shared Service Board and Council consideration of Business Case. Regular Member and Portfolio Holder briefings throughout the process. Update reports to Shared Services Board.	1
Impact on service delivery during transfer	1	2	2	Ensure staff are kept informed of changes and engaged in the process. Currently supportive of process.	1
Lack of support	1	2	2	Involvement to date and full	1

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from staff/TU				formal consultation.	
Strategic capacity to lead the new unit	2	2	4	Ensure new structure incorporates this.	1
Loss of experienced staff and expertise	4	2	8	Effective consultation, communication and leadership with transitional arrangements in place.	4
Loss of County or other income from additional service provision	1	3	3	Effective engagement and partnering with County and other income providers	2
Revised structure may fail to perform as predicted	1	2	2	Revised structure very similar to existing roles and to some extent tried and tested	1
Capacity of new team unable to deal with a major flood incident and recovery phase across Districts	2	2	4	Develop robust Business Continuity Plans that may include seeking additional resources from partners in the event of a major incident.	2

15. STAFFING ISSUES

The preferred solution will necessitate a move towards a new structure for both the management and delivery of the service. The existing structures in place at the three Councils will be reviewed with the creation of a new unit.

It is not anticipated, at this stage, that any of the existing postholders will be at risk of redundancy but officers will potentially need to undertake new roles and responsibilities as part of the restructuring process and so it isn't possible to remove all risk of redundancy.

The posts in the new structure would be subject to an agreed appointment process and at this stage it is proposed to adopt the Reorganisation and Change Policy currently in operation at Bromsgrove and Redditch, however the posts will still need to undergo Wyre Forest District Council job evaluation process.

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The staffing costs – we as hosts reserve the right to make reasonable reallocation of the costs allocation basis, should the County Council element of the service alter in the future.

Redditch BC

Engineering and Design Manager	50% min of 1FTE
ATO Highways Inspector	20%
GIS/Design Officer	8%
Technical Officer	35%

Bromsgrove DC

Technical Officer (Drainage Engineer)	1 FTE
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Wyre Forest DC

Principal Environmental Health Officer (Housing)	20% FTE
Watercourse Officer	1 FTE
Land Drainage Officer	1 FTE

New posts that will be created are:

1 Land Drainage Manager	1 FTE
3 x Land Drainage Officers	3 FTE

The new posts within a final agreed structure will be subject to the JE process using Wyre Forest District Council local conventions. The 20% of the Principal Environmental Health Officer (Housing) will continue to be utilised by the new service.

Consultation

Key stakeholders will be kept informed of the proposals in the business case e.g.: CMT, Cabinet members / Portfolio Holders, staff and the County Council.

If there is a formal decision by all the Councils to proceed with this proposal, there will be a period of formal consultation, including TUPE transfer, with the following:-

1. Trade Unions
2. All affected staff

After this period appointment to the shared service will begin, subject to any amendments proposed and agreed following formal consultation.

Support will be available to all employees during the service review and restructure. This support will be provided by managers, Human Resources and the Trade Unions.

16. CAPITAL PROJECTS

In undertaking the service, officers may identify the need for works that require substantial capital funding. In year 2011/12 Redditch has committed £80,000 for flood alleviation works and this work will need to be supervised by the shared service. In future years the shared service will continue to support the identification and implementation of capital works across the three districts, following each individual district's requirements for identifying budgets and agreeing the scope of works.

17. QUALITY PLAN

Project Closure and Lessons Learned

An integral part of the project closure will be a 'Lessons Learned' meeting and the production of a Lessons Learned report. The purpose of the report is to identify those lessons which could be applied to other programmes in the future in order to improve the programme management process.

~ END ~

PROJECT PLAN

Activity	Timescale	Officer	Comments
Develop Business Case	15 th July 2011	Head of Service	To be discussed at Project Board
R&B Officer Programme Board	20 th July 2011		To agree Business Case
Meeting with all staff involved	10 th August 2011	Director of Planning & Regulatory Services	To share details and rationale of the Business Case and proposed structure. Will be made clear that approval from members needs to be sought to commence the process and that the Business Case / Structure are not final.
R&B Member Programme Board	18 th August 2011		To present Business Case before progressing through Exec/ Cabinet and Council
Meeting with staff and unions	From 18 th August onwards	Head of Service / HR	All individual meetings, union meetings and Project Board meetings required for the next stages of the project. To present draft legal agreement from host to partner authorities
Executive Redditch	23 rd August 2011	Head of Service	Final decision on Business Case is taken and HR notified
Council Redditch	5 th September 2011	Head of Service	
Cabinet Bromsgrove	7 th September 2011	Head of Service	
Council Bromsgrove	14 th September 2011	Head of Service	
Cabinet Wyre Forest	20 th September 2011	Head of Service	
All staff, HR and Unions notified of outcome	29 th September 2011	Head of Service	
Formal TUPE consultation	29 th September 2011	Head of Service / HR	Begin by meeting with Unions (to confirm TUPE proposals) Then meet with employees subject to the TUPE transfer (group meeting) to confirm: 1) who the host employer is 2) the date the transfer is expected to take place 3) any impact the transfer is likely to have on their employment 4) invite comments and questions

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			N.B. these details will also be confirmed in writing to each employee Meanwhile those staff not transferring, but who will be part of the shared service, will also be advised of what is happening with regards the TUPE transfer
End of TUPE consultation period	28 th October 2011		
Hold meetings with affected staff	31 st October 2011	Head of Service / HR	To confirm transfer and issue letters
TUPE transfer effective	1 st November 2011		Services merge and office is prepared for relocation of staff.
Commence service review and consultation for 2 weeks	1 st November – 15 th November		To include developing new structure and job descriptions, implementation plan and JE of posts Consider any consultation responses
Individual meetings with staff	16 th November	Head of Service	Feedback on agreed structure
Interviews for competitive selection	w.c. 21 st November	Kate Bailey Richard Osborne	To include any assessment centres, exit support packages etc for unsuccessful applicants
New Structure in place	28 th November 2011		
Staff Induction to take place	28 th November onwards	Kate Bailey Richard Osborne	To include joint sessions with all staff

APPENDIX ONE

Land Drainage Structure at Wyre Forest District Council (Current)

