
Agenda Item No: 5

Title: The Repatriation of the Professional Finance Teams to Cambridgeshire County Council and Milton Keynes Council and the Cambridgeshire Democratic Services team to Cambridgeshire County Council

To: Joint Committee

From: Chris Malyon and Steve Richardson, Section 151 Officers for Cambridgeshire County Council and Milton Keynes Council

Date: 26 July 2019

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Purpose: To agree the following change to the Shareholders' Partnering Agreement – The Repatriation of the Professional Finance Teams to Cambridgeshire County Council and Milton Keynes Council and the Cambridgeshire Democratic Services team to Cambridgeshire County Council

Recommendation: That Joint Committee agree that the Professional Finance and Democratic services Teams return to Cambridgeshire County Council and Milton Keynes Council from the 1st October 2019.



Background

The respective Section 151 Officers have requested that the Professional Finance teams and the Cambridgeshire Democratic Services team are returned to Cambridgeshire County Council (CCC) and Milton Keynes Council (MKC) from the 1st October 2019. This will allow both CCC and MKC to receive the full financial benefit from a proposed restructure and will result in the three partners Council's having aligned arrangements for provision of Professional Finance and Democratic Services with these services no longer in LGSS.

Proposal

That the Professional Finance teams at CCC and MKC and the Democratic Service Team at CCC return to CCC and MKC and report to their respective Section 151 Officers from October 2019.

Professional Finance – Proposed Repatriation

The Professional Finance teams deliver the following functions:

- Lead and co-ordinate the budget setting process, including the Capital Strategy, Capital Programme, Medium Term Financial Strategy and Plan;
- Monitor and support the delivery of Council budgets working with budget holders, directors and the respective corporate leadership teams and Members.
- Professional Finance Business Partnering to support Service Manager and Teams deliver high quality services, transformation and change;
- Provision of high quality advice and expertise relating to the business and financial arrangements of the respective Council's;
- Produce the Council's Statutory Accounts and other financial returns to government to meet statutory obligations and ensure that the Authority meets the Transparency Code (MKC only);
- Provide Elected Members with advice and support to discharge their responsibilities and support effective and transparent decision making with effective scrutiny.

The MKC team is made up of:

- 2 Head of Finance (Deputy Section 151 Officers)
- 3 Senior Finance Business Partners
- 1 Housing Finance Strategy Manager
- 1 Financial Strategy and Planning Manager
- 1 Corporate Financial Control Manager
- 1 Financial Systems and Performance Manager
- 8 Finance Business Partners
- 3 Accountants

- 1 Senior Accounting Technician
- 8 Assistant Finance Business Partners
- 3 Graduate Trainees

The CCC team is made up of

- 1 Head of Finance (Deputy Section 151 Officer)
- 4 Strategic Finance Managers
- 6 Senior Finance Business Partners
- 10 Finance Business Partners
- 6 Assistant Finance Business Partners
- 1 Accounting Technician Trainee
- 3 Graduate Trainees

These teams currently report into the LGSS Managing Director, following the departure of the LGSS Director of Finance.

Democratic Services – Proposed Repatriation

Cambridgeshire County Council's Democratic and Members' Services Team:

- Works efficiently and effectively, safeguarding the Council's decision making process whilst adding value;
- Supports councillors to be effective in their roles by providing clear, accurate advice or signposting where appropriate;
- Supports officers in their roles by providing accurate, timely advice on the decision making process, protocols for dealing with councillors etc.;
- Provides governance support and advice to the Cambridgeshire and Peterborough Combined Authority, Cambridgeshire and Peterborough Fire Authority and other organisations via a Service Level Agreement;
- Arranges education appeals and reviews according to statutory principles, providing a high quality, cost effective service;
- Provides online information about Councillors and Committees via the Council's website; and
- Acts as the Local Government Ombudsman Link Officer for the Council.

This is currently the only remaining Democratic Services team within LGSS and currently reports to the Head of Customer Engagement and Business Development.

These changes will result in a few changes to the MKC and CCC Partnering Agreements and these are attached as an appendix showing changes in red.

Implications of service transfers

Financial implications

When a service is removed from LGSS this requires the transfer of:

- the related share of the LGSS budget;
- the committed savings in the LGSS Strategic Plan related to these areas; and
- consideration of a share of any unidentified savings already in the MTFP proportionate to that service.

These budget transfers will form part of the Deed of Variation. The budget share for an individual partner may not be simply the budget in that partners books. Many LGSS teams are located more in one location than another and a series of “equalisation” adjustments is made to get back to the true share of the LGSS budget paid for by that partner.

Consideration also needs to be given to the costs of transfer. For some services where staff are not moving location or changing employers the costs of transfer may be minimal, but for others the transfer could incur significant costs.

This means that when services transfer, partner Councils may be receiving back budget and unfunded pressures from future savings into their base budget as a consequence.

Timing of transfer

For ease of transfer it has been agreed that once the deed of Variation has been finalised, the transfers back to CCC and MKC of the Professional Finance Service and Democratic Services CCC will be effected from 1 October 2019. The full year budget and related spend is transferred. The alternative would be to split the budget and related spend between LGSS and CCC and MKC through the year but this would require accruals to be undertaken at the point of transfer which would not otherwise be needed. A transfer of the full year budget and related spend at 1st October is also simpler for reporting than part year reporting in both LGSS and CCC and MKC reports.

Budgets

The 2019/20 budgets for CCC and MKC Professional Finance Services and CCC Democratic Services as set out in the current LGSS budget monitoring report total £3,878k net, as shown below. As these teams are only focused on provision of services to their respective Council’s no equalisation adjustments are required to these budgets. The Professional Finance team in MKC is currently forecasting a £31k overspend for 2019-20 and this will return to MKC with the budget. The Professional Finance and Democratic Services teams in CCC are currently forecasting a balanced budget for 2019-20.

Table 1: Professional Finance and Democratic Services budgets in LGSS

	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000
Professional Finance CCC	1,776	0	-145	1,631
Professional Finance MKC	1,978	-53	-64	1,862
Democratic Services CCC	477	-92	0	385
TOTAL Delegated Budgets	4,231	-145	-209	3,878

There is also a managed budget of £1,046k for Member Allowances in CCC, the management of which will return to CCC with the Democratic Services function.

Savings commitments

When NCC repatriated Professional Finance and Democratic Services in 2018, there were discussions at LGSS Management Board about the impact on the ability of LGSS to delivery future savings from a diminished service base. The principle was discussed of repatriating services returning to partner Councils with a share of future LGSS savings allocated to them to reflect this. In the context of the current review of the LGSS operating model, final decisions were not reached on the application of this principle and it was agreed that it should be resolved as part of the operating model review work.

If the Professional Finance and Democratic Services teams which have already repatriated over the past 18 months, and those included in this paper, were to take a proportionate share of the unallocated savings for the authority to which they provide services these would be equivalent to the amounts set out in Table 3. Note: these savings amounts vary significantly between individual authorities because of the variance in the level of savings requested of LGSS by each authority. In particular, the savings ask from CCC is significantly higher than that from MKC and NCC.

Table 3: Proportionate share of unidentified savings for Professional Finance and Democratic Services

	2019-20	2020-21	2021-22	2022-23	Total savings allocation to repatriated services
	£000	£000	£000	£000	£000
CCC Dem Services	27	38	27	13	105
CCC Prof Finance	116	162	113	57	448
CCC Total	143	200	140	70	
MKC Dem Services	0	23	18	0	41
MKC Prof Finance	0	86	68	0	154
MKC Total	0	109	86	0	
NCC Dem Services	0	22	0	0	22
NCC Prof Finance	0	72	0	0	72
NCC Total	0	94	0	0	
Overall Total	143	403	226	70	842

Costs of transfer

There are no costs of transfer of these services back to CCC and MKC because all staff are employed and located in their respective authorities.

Summary

Delegated budgets

The total LGSS delegated budget transfer back to CCC in 2019-20 should be £1,873k as set out below, and to MKC £1,862k:

Table 4: Budget transfer from LGSS to CCC and MKC 2019-20

	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Forecast Variance 2019-20 £000
Professional Finance CCC	1,776	0	-145	1,631	0
Less: savings share of unspecified saving in 2019-20				-116	116
Democratic Services CCC	477	-92	0	385	0
Less: savings share of unspecified saving in 2019-20				-27	27
TOTAL CCC	2,253	-92	-145	1,873	143
Professional Finance MKC	1,978	-53	-64	1,862	31
Less: savings share of unspecified savings in 2019/20				0	
TOTAL MKC	1,978	-53	-64	1,862	31

The CCC unidentified savings for 2019-20 are currently being reported as forecast overspends in LGSS reporting and the proportionate share of this for repatriating services is £143k. The MKC Professional Finance budget is subject to a current forecast overspend of £31k.

Future savings shares

The future year's savings ask of LGSS to deliver for MKC will be reduced in the MKC MTFP to £306k in 2020-21 and £267k in 2021-22 as set out in Table 5 below. For CCC the adjustment is to £707k for 2020-21, £426k for 2021-22 and £214k in 2022-23 as set out in Table 6 below:

Table 5: Adjustment required to MKC MTFP savings asks for LGSS

	2020-21	2021-22
	£000	£000
MKC Business Planning commitments		
Per current LGSS Strategic Plan (Table 8)	415	353
Less: MKC share of future savings (Table 3 above)	-109	-86
Revised LGSS saving to MKC	306	267

Table 6: Adjustment required to CCC MTFP savings asks for LGSS

	2020-21	2021-22	2022-23
	£000	£000	£000
CCC Business Planning commitments			
Per current LGSS Strategic Plan (Table 8)	907	566	284
Less: CCC share of future savings (Table 3 above)	-200	-140	-70
Revised LGSS saving to CCC	707	426	214

List of Appendices

Appendix 1 Changes to Schedule 2 LGSS Scheme of Delegation

Schedule 2 The LGSS Joint Committee Scheme of Delegation - Shared Services and Delegated Functions

1. The Shared Services

- 1.1 Cambridgeshire County Council (CCC), Northamptonshire County Council (NCC) & Milton Keynes Council (MKC):
- Integrated Financial Services;
 - Internal Audit and Risk;
 - Information Systems and Communication Technology;
 - Procurement;
 - Insurance;
 - Human Resources;
 - Learning and Development;
 - HR Transactions and Payroll;
 - Financial Transactions – accounts payable, accounts receivable & financial assessments;
 - Enterprise Resource Planning (ERP) and business systems; and
 - Business Support Service to schools.
- 1.2 Cambridgeshire County Council and Northamptonshire County Council:
- Pensions - Administering Authority and Employer;
- ~~1.3 Cambridgeshire County Council and Milton Keynes Council:~~
- ~~• Finance Business Partners~~
- ~~1.4 Cambridgeshire County Council:~~
- ~~• Democratic Services~~
- 1.3 Client Authorities:
- See section 4.

2. Delegation of Functions and Responsibilities

General Principles

- 2.1 The Councils each agree that the Shared Services listed above will be provided under the auspices of the Joint Committee (LGSS) which shall be responsible for the provision of the Shared Service under delegated authority from the Councils to the Joint Committee, which is set out below at Section 6.1 in respect of all of the Councils, **and** at Section 6.2 in respect of CCC and NCC only, ~~at Section 6.3 in respect of CCC only~~. These delegations are subject to the conditions, limitations and the specific reservations, set out below.
- 2.2 In order to facilitate the efficient and effective conduct of the Shared Services, the Joint Committee shall delegate certain functions and responsibilities to the LGSS Managing Director and to the LGSS Service Directors. The LGSS Managing Director and the LGSS Service Directors, where they consider it necessary, may sub-delegate to officers within their respective service Directorates. Such delegations must be made in writing and must be available for inspection by the Monitoring Officers and Section 151 Officers of the Councils.
- 2.3 Where an Officer listed in this scheme of Delegation is absent for any period, the LGSS Managing Director may nominate in writing another officer to act in his/her place during his/her absence and shall make a record of all such nominations. Without prejudice to the generality of the above and to any specific delegation listed below, the officers listed in this section are authorised to exercise the following functions of the Council, the Leader and the Head of Paid Service, which relate to their area of responsibility.

Conditions Relating to the Exercise of Delegated Authority

- 2.4 The exercise of functions delegated to officers under this scheme must comply with:
- i) any legal requirement or restriction
 - ii) the relevant Council's Constitution
 - iii) the relevant Council's policy framework and any other plans and strategies approved by the relevant Cabinet or Full Council/relevant Committee
 - iv) the relevant in-year budget
 - v) the relevant officers code of conduct
 - vi) relevant Procurement standing orders and financial regulations
 - vii) all other relevant policies, procedures, protocols and provisions.

Limitations to the Exercise of Delegated Powers

- 2.5 Officers in the exercise of functions delegated by this scheme may not:
- i) make Key Decisions as defined in the relevant Council's Constitution, unless where specifically provided for by that Council's constitution;
 - ii) change or contravene policies or strategies approved by the Council/Committee (in the case of CCC) or the Council/Cabinet (in the

- case of MKC or NCC) in the absence of specific delegated authority to do so;
- iii) create or approve new policies or strategies, in the absence of specific delegated authority to do so;
- iv) take decisions to withdraw public services, in the absence of specific delegated authority to do so;
- v) take decisions to significantly modify public services without consulting the appropriate Cabinet Member (in the case of MKC and NCC) or Full Council/Committee Chairman/woman (in the case of CCC) before exercising the delegated power.

Consultation

- 2.6 Where an officer takes a decision under delegated authority on a matter which has significant policy, service or operational implications or is known to be politically sensitive, the officer shall first consult with the appropriate Cabinet Member and Section 151 Officer (MKC or NCC) or Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman) and Section 151 Officer (CCC) before exercising the delegated powers. When exercising delegated powers, officers shall ensure that local Members are kept informed of matters affecting their divisions or wards.

3. Specific Delegations

The delegations are listed as follows:

- Section 6.1 – All authorities (CCC, NCC and MKC);
- Section 6.2 – CCC and NCC only;
- ~~Section 6.3 – CCC only;~~

and in the following order:

- Not delegated;
- Delegated to Chief Executives;
- Delegated to all LGSS Directors;
- Delegated to LGSS Managing Director;
- Delegated to Specific LGSS Directors

4. Powers and Duties delegated by client authorities

- 4.1 The LGSS Joint Committee shall be responsible for the provision of shared services under delegated authority from the councils concerned to the Joint Committee. The nature of services provided and the conditions, limitations and the specific reservations which apply are set out below. Where a council has delegated authority to the LGSS Joint Committee, those powers and duties shall be set out either generally or specifically in that council's constitution or scheme of delegation.

- 4.2 Under the auspices of the Partnership and Delegation Agreements in place between the client authorities and the Delegation and Joint Committee Agreement between Cambridgeshire County Council, Northamptonshire County Council and Milton Keynes Council (LGSS) and by virtue of Sections 101, 112 and 113 of the Local Government Act 1972, officers of the aforementioned authorities are authorised to undertake any and all of the specified functions on behalf of the client authorities.

5. Financial Limitations

The following table sets out the financial limits of powers delegated to the LGSS Joint Committee and directors:

Limits of powers delegated to the LGSS Joint Committee	£
Key decision threshold	500k (CCC, NCC) 100k (MKC)
Issuing orders for goods and services	Unlimited (CCC), 500k (NCC, MKC)
Capital virement	250k (CCC), 100k (NCC), N/A (MKC)
Revenue virement	160k (CCC), 100k (NCC), N/A (MKC)*
Loans to people or organisations	5k (CCC), N/A (NCC)**, N/A (MKC)**
Loans and expenditure of client funds	300k (CCC), N/A (NCC), N/A (MKC)
Property transactions, capital value	500k (CCC), 100k (NCC), N/A (MKC)
Property transactions, Revenue value	150k (CCC), 100k (CCC), N/A (MKC)
Debt write off	25k (CCC), N/A (NCC), 20k (MKC)

*** Revenue Virements reserved to Chief Finance Officer at MKC, in accordance with the Financial Scheme of Delegation**

****Power to make loans reserved to Chief Finance Officer at NCC and MKC**

Exceptions: decisions relating to the management of services and resources where the matter is likely to lead to controversy or have an impact beyond that considered usual for a managerial decision. These decisions must be referred back to the Cabinet (MKC, NCC) or the relevant Service Committee (CCC).

6.1 Delegations from all authorities

Delegation to LGSS Joint Committee - General	Delegation to Officer	Condition
To have overall responsibility for the provision, to the Councils, of the Shared Services.	None	In accordance with all relevant financial, accounting, constitutional and legal requirements
To consider and approve the annual report for LGSS.	None	
To consider and approve the annual service plan for each Shared Service and make recommendations to the Councils as to the provision of financial and other resources.	None	
To instigate and undertake the selection, recruitment and appointment to the post of LGSS Managing Director.	None	In accordance with any protocol agreed by the Joint Committee and in consultation with the LGSS Director responsible for Human Resources or their nominee and the Chief Executives of the Partner Authorities.

Delegation to LGSS Joint Committee - General	Delegation to Officer	Condition
In respect of the LGSS Managing Director to: a) instigate disciplinary and capability investigations and proceedings and to take action up to and including dismissal, and b) implement all other relevant HR policies and exercise any associated decision-making	Chief Executive	Where the authority concerned is the employing authority for LGSS Managing Director and in consultation with the LGSS Director responsible for Human Resources or their

powers.		nominee and in accordance with the relevant councils HR policies and procedures.
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Delegation to LGSS Joint Committee - General	Delegation to Officer	Condition
LGSS Directors have responsibility for the operational management of the Shared Services, including authority to determine the number, grade, title and nature of staff deployed and all other terms and conditions, in addition to ensuring their proper management within the remit of those services for which they are allocated responsibility by the LGSS Managing Director.	LGSS Managing Director for all Shared Services. All LGSS Directors in respect of the services within their remit.	Subject to budget and in accordance with the relevant Council's policies and procedures and in consultation with the LGSS Director responsible for Human Resources or their nominee and in accordance with the relevant Council's HR policies and procedures.
To arrange for and undertake the recruitment and appoint of all relevant employees with the exception of the LGSS Managing Director and LGSS Service Directors.	LGSS Managing Director and/or LGSS Directors.	In consultation with the LGSS Director responsible for Human Resources or their nominee and in accordance with the relevant Council's HR policies and procedures.
In respect of Relevant Employees other than the LGSS Managing Director and LGSS Directors, to: a) instigate disciplinary and capability investigations and proceedings and to take action up to and including dismissal, and b) implement all other relevant HR policies and exercise any associated decision-making powers.	LGSS Managing Director and LGSS Directors (in relation to posts within their Directorate).	In consultation with the LGSS Director responsible for Human Resources or their nominee and in accordance with the relevant Council's HR policies and procedures.
To invite tenders and to enter into contracts In respect of goods or services directly relating to the provision of the Shared Services.	LGSS Managing Director and/or LGSS Directors.	In accordance with relevant procurement standing orders and any financial limits in place.

Delegation to LGSS Joint Committee - General	Delegation to Officer	Condition
To arrange for and undertake the recruitment and appoint to, the posts of LGSS Directors.	LGSS Managing Director	In consultation with the LGSS Joint Committee Chair and Vice Chairperson(s), and with the LGSS Director responsible for Human Resources or their nominee and in accordance with the relevant Council's HR policies and procedures.
In respect of the LGSS Directors, to a) instigate disciplinary and capability investigations and proceedings and to take action up to and including dismissal and appeal, and b) implement all other relevant HR policies and exercise any associated decision-making powers.	LGSS Managing Director	In consultation with the LGSS Director responsible for Human Resources or their nominee and in accordance with the relevant Council's HR policies and procedures and subject to the provisions of the Local Authority (Standing Orders) Regulations.

Delegation to LGSS Joint Committee – Finance Services	Delegation to Officer	Condition
Authority for management of transactional and integrated Finance Services, excluding Section 151 responsibilities and excluding Finance Business Partners except those supporting LGSS budgets for NCC	LGSS Director responsible for Finance	Subject to budget and in accordance with the relevant Council's policies and procedures.
To determine and implement arrangements for Treasury Management in accordance with the (CIPFA) Treasury Management in the Public Services Code of Practice.	LGSS Director responsible for Finance	
To be responsible for operating banking arrangements including determining	LGSS Director responsible for	

Delegation to LGSS Joint Committee – Finance Services	Delegation to Officer	Condition
arrangements for the signing and security of cheques and the operation of the BACS, CHAPS and Direct Debit processes.	Finance	
To undertake investigations and reports, where appropriate, in support of Anti-Fraud Policy and financial governance arrangements.	LGSS Director responsible for Finance	
Authority for management of Finance Operations	LGSS Director responsible for Finance Operations	Subject to budget and in accordance with the relevant Council's policies and procedures.

Specific Reservations

The Delegated functions relating to Finance do not include the following Reserved Functions:

- approving financial strategies and plans on behalf of the councils;
- approval of corporate plans on behalf of the councils;
- approving schemes for the use of (non-LGSS) earmarked reserves or contingency provision;
- approval of the annual statement of accounts on behalf of the councils;
- approval of renewal terms for insurances; and
- approval of Financial Procedure Rules, Standing Orders and Procedures.

Delegation to LGSS Joint Committee – Internal Audit and Risk Management	Delegation to Officer	Condition
Authority for management of Internal Audit and Risk Management Services.	LGSS Director responsible for Internal Audit and Risk	In accordance with the Audit and Accounts Regulations 2003 or any successor legislation. Subject to budget and in accordance with the relevant Council's policies and procedures.
To maintain an adequate and effective	LGSS Director	

Delegation to LGSS Joint Committee – Internal Audit and Risk Management	Delegation to Officer	Condition
system of internal audit of the accounting records and control systems in accordance with proper internal audit practices and be authorised to visit all establishments and have access to all documents, other records, computer systems and property and to require relevant information or explanation from any officer in connection with the above.	responsible for Internal Audit and Risk	

Specific Reservations

The Delegated Functions relating to Internal Audit and Risk Management do not include the following Reserved Functions:

- Approval of each authority's Annual Governance Statement

Delegation to LGSS Joint Committee – Insurance	Delegation to Officer	Condition
Authority for management of Insurance Services.	LGSS Director responsible for Insurance	Subject to budget and in accordance with the relevant Council's policies and procedures and any relevant legislation.

Specific Reservations

The Delegated Functions relating to Insurance do not include the following Reserved Functions:

- Policy and strategy decisions on Insurance and decisions which fall outside of the principles of decision making set out in Article 12 (CCC) and Article 14 (MKC and NCC) of the relevant authority's constitution.

Delegation to LGSS Joint Committee - IT	Delegation to Officer	Condition
Authority for management of IT Services.	LGSS Director responsible for IT	Subject to budget and in accordance with the relevant Council's policies and procedures.
Strategic and operational accountabilities for management of Information Technology development and systems	LGSS Director responsible for IT	

administration.		
Responsibility for the security of information technology and infrastructure.	LGSS Director responsible for IT	

Specific Reservations

The Delegated Functions relating to IT do not include the following Reserved Function:

- Approval of IT Strategy and Policies where these are under the remit of the Cabinet (MKC and NCC) or Service Committee concerned (CCC).

Delegation to LGSS Joint Committee - Procurement	Delegation to Officer	Condition
Authority for management of procurement services.	LGSS Director responsible for Procurement	Subject to budget and in accordance with the relevant Council's policies and procedures.

Specific Reservations

The Delegated Functions relating to Procurement do not include the following Reserved Function:

- approval of the contract procedure rules and schemes of delegation relating to any Council's procurement activity.

Delegation to LGSS Joint Committee - Human Resources, Learning and Development and Transactional Services	Delegation to Officer	Condition
Authority for management of Human Resources, Learning and Development, Payroll and HR Transactions	LGSS Director responsible for Human Resources, Learning and Development, Payroll and HR Transactions	Subject to budget and in accordance with the relevant Council's policies and procedures.
To co-ordinate the Council's response to national consultations on terms and conditions of employment, in consultation	LGSS Director responsible for Human	

with the relevant Cabinet Member or Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman)	Resources	
To implement national and local pay awards/ changes to terms and conditions of employment for employees.	LGSS Director responsible for Human Resources	
To negotiate recognition agreements and local agreements with the trade unions on behalf of the councils, in consultation with the relevant Cabinet Member or Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman)	LGSS Director responsible for Human Resources	
To consult and negotiate agreements and local agreements with the trade unions on behalf of all 3 shareholding councils through the LGSS Joint Consultation Forum for all staff working for services under the remit of the LGSS Joint Committee. Full delegation to consult and negotiate on changes to local agreements, protocols, changes to LGSS structures and roles across all LGSS employees irrespective of which their employing council is. In the event of a dispute this would be referred to the LGSS Joint Committee. Any proposed changes to terms and conditions of employment affecting all LGSS staff would be routed back to each Council's local consultation forums	LGSS Director responsible for Human Resources	
To co-ordinate the Council's response to retention/recruitment problems within the agreed financial and policy framework, in consultation with the relevant Cabinet Member or Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman)	LGSS Director responsible for Human Resources	
To advise the Chief Executive on the Council's response to any industrial action affecting Council services, in consultation with the relevant Cabinet Member or	LGSS Director responsible for Human Resources	

Committee Chairman/woman (or in his/her absence the Vice-Chairman/woman)), so that he/she can determine the Council's response.		
To mediate on individual cases or collective disputes to attempt to resolve issues before they are referred to members either at appeal or via the collective disputes procedure	LGSS Director responsible for Human Resources	
To implement national and local pay awards and increase payments under the Pension Increase Acts.	LGSS Director responsible for Human Resources, Learning and Development, Payroll and HR Transactions	

Specific Reservations

The Delegated Functions relating to Human Resources do not include the following Reserved Functions:

- appointment of Officers other than Relevant Employees
- decision making on disciplinary, grievance, dismissal and appeals against dismissal, relating to Officers other than Relevant Employees
- decision making on disciplinary, grievance, dismissal and appeals against dismissal for the Head of Paid Service and Chief Officers of the Councils.

6.2 Delegations from CCC and NCC only

Delegation to LGSS Joint Committee - Pensions	Delegation to Officer	Condition
Responsibility for the operations management of the shared services within the remit of Pension Service (LGPS only) and in accordance with the requirements of the Pension Fund Committee (CCC) and Pension Committee (NCC) and the Investment Sub-Committee (CCC/NCC), including authority to determine the	LGSS Director responsible for Pensions	Subject to budget and in accordance with the relevant Council's policies and procedures and in consultation with the LGSS Director responsible for

Delegation to LGSS Joint Committee - Pensions	Delegation to Officer	Condition
number, grade and nature of staff deployed and all other terms and conditions, the collection of contributions, payment of benefits and investment of assets in addition to ensuring their proper management.		Pensions or their nominee.

6.3 — Delegations from CCC only

Delegation to LGSS Joint Committee – Democratic & Members' Services	Delegation to Officer	Condition
Authority for management of Democratic & Members' Services.	LGSS Director responsible for Democratic Services & Members' Services	Subject to budget and in accordance with the relevant Council's policies and procedures.

- ~~• Reservation on changes to the constitution and other matters which must be approved by Cabinet/ Council~~