



Publica Transition: A Plan for Phase 2 of Council Services

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1.0 Background

In July 2024, Cotswold District Council, Forest of Dean District Council and West Oxfordshire District Council (together, 'the District Councils') resolved to proceed with the Detailed Transition Plan ("DTP") in relation to Phase I of Publica services.

Phase I comprised services that are at the core of the activities of virtually every council in the Country and would ordinarily be expected to be part of any council's core direct service delivery. Following the resolution to proceed, the Phase I services that transitioned to each of the District Councils on 1 November 2024, comprising some 276 roles were:

- Democratic Services and Elections
- Forward Planning
- Development Management (but not 'planning validation and planning support')
- Ecology
- Conservation, Heritage & Design
- Building Control
- Economic Development
- Tourism
- Communities and wellbeing
- Climate change
- Strategic Finance (to include all finance roles apart from transactional finance (AP / AR), procurement, insurance and Treasury Management)
- Communications
- Strategic Housing
- Corporate Planning, policy and partnerships
- Executive Assistants and Support.

At the same time, Publica's senior leadership was changed to reflect the reduced organisation headcount and service delivery, with three Assistant Director roles going forward, compared to seven that had existed at the inception of the Publica Transition Programme. Two Publica Assistant Directors took up Director level posts as part of the Phase I transition at two of the District Councils.

This Plan for Phase 2 of Council services repatriation ('Phase 2 Transition Plan'), which should be read in conjunction with the DTP, develops the Publica Transition into its second phase, with a defined suite of services intended to move across to the District Councils in Spring 2025. Like the DTP, this Plan does not affect Cheltenham Borough Council, the fourth council shareholder of Publica.

Whilst Phase I of the Publica Transition was comprehensive, covering at least 15 areas of service, there remains an imperative to deliver a Phase 2 and potentially, in due course, subsequent phases as requirements evolve. As referenced in the DTP, the Human Engine report and the later Local Partnerships' report had envisaged a Phase 2 to the Publica Transition. The rationale for so doing remains as outlined in the DTP, namely:

- A more focused and defined approach to driving each council's priorities through their corporate plan strategies. This is particularly key for Phase 2.

- Greater clarity and focus for those functions remaining with Publica. Publica is increasingly concentrating on the delivery of support services, and this is across the piece, including for Cheltenham Borough Council and UBICO.
- Greater clarity over roles, responsibilities and accountabilities – and where direction is set from.
- Enabling performance and value for money to be more clearly defined and measured by the Councils.
- Simplification of processes and in determining whether and how resources can be deployed and redeployed as priorities shift.
- Greater responsiveness and agility, to be able to deliver Council priorities.
- Greater focus on locality and local services.
- Employing people locally, using this in support of economic growth (e.g. apprenticeships), being more accessible and visible and foster the spirit of communities.
- Clearer definition between Policy and high-level strategy on the one hand and delivery on the other. More defined control.
- Opportunity to group services to accelerate efficiencies, by identifying synergies between certain services before moving and re-defining services.
- Being responsive and business like – adopting a more commercial mindset when considering engagement with businesses, residents and key stakeholders, ensuring a cost recovery approach is implemented whenever possible to maximise service efficiencies.
- Better focus and ability to drive the sustainability agendas of all Councils.

The Executive sponsors for Phase 2 of the transition are: Rob Weaver, Chief Executive, Cotswold District Council; Nigel Brinn, Chief Executive, Forest of Dean District Council; Giles Hughes, Chief Executive, West Oxfordshire District Council. In addition, Frank Wilson, the Managing Director of Publica has provided considerable support and assistance in delivering this phase of the transition.

A Link to the DTP is here: [Detailed Transition Plan](#)

2.0 Phase 2 development

The broad parameters of what might constitute a Phase 2 and its relevant services were initially published in the Human Engine and Local Partnerships reports and then explored further as part of the DTP. The DTP recognised that this phase would require careful engagement with key leaders in Publica. This is because unlike the Phase 1 services, which for the most part were a 'lift and shift' with most employees already delivering services for a single council within a shared management structure, Phase 2 services are largely delivered by Publica employees working across the District Councils.

The need for careful consideration and engagement, together with appropriate reflection of Phase 1 were also part of the key messages delivered through the recent Forest of Dean District Council and Cotswold District Council peer reviews.

At an initial meeting of the Chief Executives of the District Councils in September 2024, it was agreed to prioritise the services being considered for Phase 2 aligned to Council priorities. This proved to be prescient in view of English Devolution White Paper ('White Paper') announced by the Government in December 2024.

At the September 2024 meeting, it was agreed to focus on the following more strategic areas as a focus for Phase 2:

- Property & Estates
- Waste & Recycling
- Leisure contract management
- Performance and Business Intelligence
- Project Management
- Environmental and Regulatory Services (ERS) (incl. Licensing & Private sector housing grants)
- Also, Linkline / Careline, which is already effectively hosted at Forest of Dean District Council.

These priority service areas comprise circa 120 roles, with Property & Estates being by some margin the service area considered top priority for each of the District Councils from a strategic service delivery perspective.

It was agreed to work carefully through each of these priority service areas with the Publica service leads, service-by-service, council-by-council through a process of due diligence and to consider carefully the impacts of each of:

- a sovereign service,
- shared service arrangements, or
- retain in Publica.

In addition, the plan was to consider the likely costs and impacts informed by the leaders of each service, and service dependencies and interdependencies (if any) at a service-by-service level. This work would then inform timelines and how Phase 2 could be brought forward practically.

Consideration was also given to the wider suite of Phase 2 services mentioned in the DTP; however, these were not prioritised as they were not considered priorities for the District Councils.

A workshop was held at an early stage with each of the Publica service leads for the wider Phase 2 service areas, who subsequently provided analysis of their areas on an 'as is' and 'to be' basis for consideration by the District Councils. This iterative process has needed individual and collective District Council focus as Phase 2 lends itself much more to each council designing service needs that are specific to each district and their local priorities.

With the White Paper having come forward in December 2024, the expectation of a significant re-organisation of Local Government has been brought into sharper focus. At this stage, the working assumption is that new unitary authorities should be seen as the successor to both District Councils and County Councils in their area. This may well be the best way of considering how there can be fresh and improved ways of working over the longer term, likely to be from 2027 or 2028 and onwards. It also emphasizes that key priorities remain for District Councils across the Country that will need to be delivered against for their localities prior to the implementation of local government re-organisation. Phase 2 should therefore be designed to support this.

Accordingly, Phase 2 has, through an iterative approach, and through careful analysis of how service areas are organised now and how they could suitably be organised in future now evolved into these key focused areas:

- Property & Estates
- Waste & Recycling
- Leisure contract management
- Project Management
- Linkline/Careline

In view of the ambitions of the White Paper, the District Councils have expressed an ambition to get on with these priority areas of Phase 2 without delay to be able to best ensure the key deliverables for their localities as soon as possible, aligned to their Corporate Plan objectives. Phase 2 support to the District Councils has, as before, been provided by the Programme Management Office (PMO) and by the HR Business Partners (one has been seconded to each District Council since Summer 2024).

3.0 Learnings from Phase 1 and goals for Phase 2

Before considering Phase 2 in detail, the District Councils had reflected on Phase 1 and whether any learnings could be brought forward for Phase 2. Phase 1 took effect on 1 November 2024, with the District Councils operating their new teams and management structures from that date. Whilst it is not possible to properly impact assess over a timeframe of only two or three months, particularly for a set of changes as significant as Phase 1, or how well KPIs are being delivered with the new ways of working, it has nonetheless been important to reflect key themes from what is known and understood so far. This has been drawn from Officer Transition Board reflections, more widely from the officer group, from discussions with employees who transferred with Phase 1 and from sample interviews carried out by Local Partnerships for their report.

Key themes are broadly in the following areas:

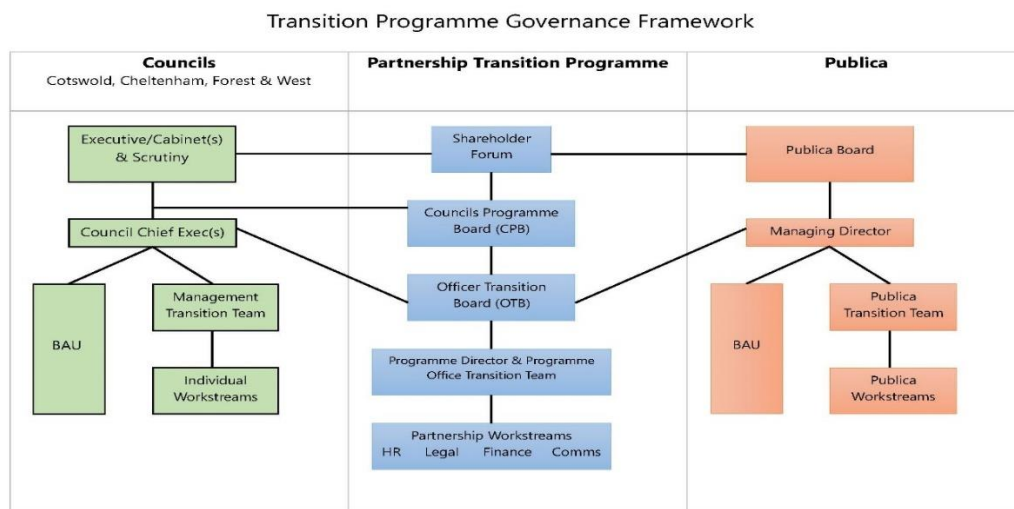
- Generally, Phase 1 seen to have gone well. Delivery was timely and well within budget. By the same token, PMO resources were lean with mostly internal (Publica) resource used by the PMO to keep costs down. However, there has perhaps been too much reliance on a few key personnel, and this may not always have allowed for wide engagement at every stage of the process. For this reason, Local Partnerships have suggested a variation of the governance framework, see below. It is worth mentioning that lessons from the Cheltenham Borough Homes were useful and were applied in Phase 1.
- Communications were undoubtedly a challenge from the outset with a stated objective having been announced at a very early stage supported only by a high-level study, no detailed business case, due diligence or stakeholder engagement. Language and consistency of messaging was a factor, whether the primary purpose was to drive savings or control, there was not always clarity between these things. Also, there was not the consistency of communications across the board or the frequency that had been anticipated. At times this generated concerns around the future of Publica. In addition, the late addition to Phase 1 of the Communications team itself, was not well received widely and proved challenging. That said, communications in each Council have settled down well and each Council can more easily shape their communications in a way that is more defined to them and their locality.
- Systems and Processes generally worked very well. Whilst there have, even recently, been some specific issues with Business World, day to day transactions and payroll (which included processing the Local Government pay award) functioned perfectly at and post-transfer.
- TUPE transfer followed a clear and correct process and worked well. Nonetheless there were pressures and pinch points in terms of HR capacity at times.

In addition, the District Councils have each engaged at a Member and Officer level on Phase 1 reflections. As part of its People and Culture Strategy Cotswold District Council has undertaken an employee survey seeking views of those that have transitioned in terms of what went well, what could have been done better etc. that will form part of the Phase 1 reflections.

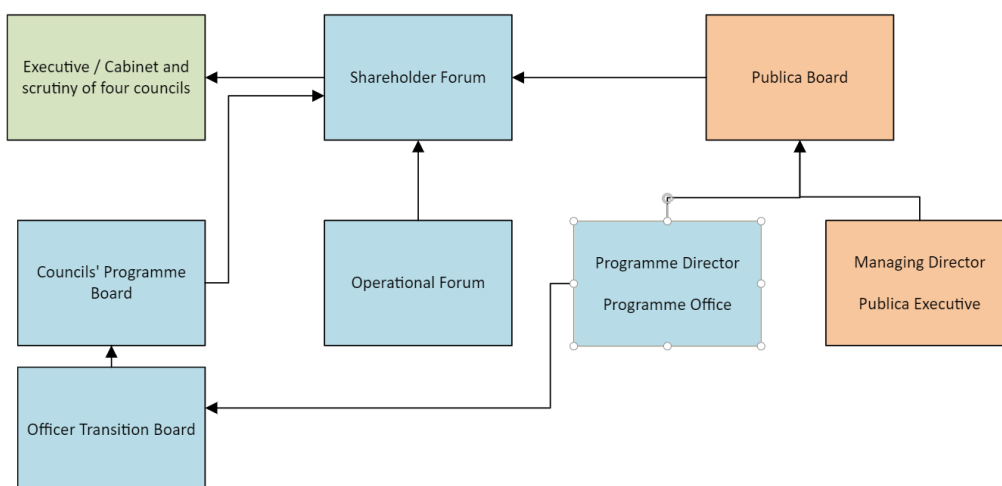
Careful thought has been given to these Phase 1 reflections. Because Phase 2 is different to Phase 1 in how services are being delivered, a slightly different approach is in any case appropriate. This has begun, with considerable engagement with the service leads at Publica at an early stage. It is necessary given that unlike Phase 1, this will not for the most part entail a 'lift and shift' of service delivery.

Again, in a similar way to that adopted for Phase 1, the Councils had commissioned Local Partnerships to provide their view and analysis on the processes, project management and governance of Publica, in relation to phase 2.

In terms of project and programme governance, a clear approach to governance was adopted for Phase 1 that in diagrammatic form is represented as follows:



For Phase 2, Local Partnerships suggested that the governance and oversight process be amended in the future to the following:



There has been a need to progress Phase 2 at pace and as a result the Officer Transition Board has been meeting at least weekly. The impact of this has been to bring Publica executives much closer to the coalface of the transition, which has been beneficial.

'Design led principles' that were a key consideration in Phase 1 to ensure that services can maximise delivery of the Councils' corporate plans and Administrations' Values remain an important consideration for Phase 2.

These include:

- *Councils shaping the delivery of services* - being more mindful of efficient working methodologies and in relation to the Council's corporate plan objectives, which are key.
- *Councils considering their repatriation approach* - where Publica employees work across multiple councils, considering factors such as historic pension strain, relationship led roles with specific councils, otherwise whether roles are shared, in other words whether the majority of work is undertaken principally for a particular council or not. Also, an approach to the potential future sharing of services by Councils, if appropriate.
- *Consideration of cost* – recognising that there is a cost to bringing services back in-house and it may be difficult to quantify any savings such as on management costs in the short term.
- *Councils employing people locally, being accessible and visible*, with the ambition of making services more local with greater accountability and transparency, building in apprenticeship and graduate programmes to ensure succession planning and improve Equity, Diversity & Inclusion metrics.
- *Grouping services together to accelerate efficiencies*, by identifying synergies between certain families of services before moving services. A good example would be that under the broad header of Sustainability, could sit climate change, environment, flood etc. Grouping services in this way would support efficiencies assuming that employees were employed under a broader brief than is currently the case.
- *Addressing anomalies and driving efficiencies by way of straight through processing where possible*. This could include potentially use technology in future to help triage in the first instance.

Not all of these will be relevant to each and every service or council.

4.0 Phase 2 Service Considerations

As discussed above, Phase 2 is different from Phase 1 in that it comprises largely roles that are 'fragmented' in nature (roles delivering across more than one council). By the same token, TUPE (the Transfer of Undertakings, Protection of Employees legislation) is well understood. Additionally, legal advice had been obtained on TUPE and process from Trowers & Hamlin previously and this has been and is being followed. The approach adopted in the planning for Phase 2 has been to seek to TUPE transfer as many roles as reasonably possible as this is the most sensible and practicable way forward.

The essence of the independent legal advice that had been received ahead of Phase 1 was that if the client to the services 'before' and 'after' the insourcing is not the same, then TUPE does not apply. This means that for much of Phase 2, TUPE could not apply. In those instances, roles would be new and would need to be applied for, initially through a process of internal advertisement, otherwise, if needs be, through wider external advertisement.

Consideration was given to changing the service contractual documentation and/or the ways in which Publica provides its services in advance of Phase 2. The purpose of this would be to re-organise services aligned to a TUPE transfer meaning that the re-organised roles and people could be lifted and shifted as was the case with much of Phase 1. However, the time this would take to implement means that this would not be practicable in the circumstances. Additionally, it is not an approach that is easily capable of gaining assurance over.

In terms of timings, assuming a decision to implement this Phase 2 Transition Plan by the end of March 2025 and in view of the goal of ensuring as many roles as possible for the services in scope can TUPE transfer, it is prudent to assume a 'lead in' period ahead of Phase 2 'Go Live' of two to three months. Payroll falls on the 1st of a month. Practically this therefore means implementation of this phase of the transition would be effective no sooner than 1st July 2025.

Every aspect of the foregoing has been considered in developing structure charts, service and costing models for the areas in scope for Phase 2. In terms of the services under consideration:

Property and Estates

Property and Estates is a key service area for all Councils. There is a significant degree of 'fragmentation' across the team that delivers these services. Whilst this service area is considered the highest priority area for each of the District Councils, each has a slightly different focus for the service, dependent on their needs. The approach modelled seeks to reflect what Councils may require in future, informed by experience of the current service model.

It was acknowledged that there is current criticism that property is not performing well, however this is primarily due to lack of resources built into the current model (see below) and this is something to address with Phase 2 of the transition. There is also a significant degree of 'fragmentation' across the piece.

Each council also has defined requirements going forward. For example, West Oxfordshire DC has a particular requirement to focus on its significant property investment holdings and the income and capital value associated with these, Cotswold DC has a particular need to

focus on housing and hopes to see significant new housing coming on stream. Forest of Dean has a particular wish to focus on improvements in facilities management and facilities services in view of a fairly heavy footprint in corporate buildings for the size of the authority. In addition, each authority has a number of key development schemes that are likely to be brought forward over the coming years.

In terms of structures, Forest of Dean is the smallest and has a bias towards Facilities Management, West Oxfordshire is the largest with a bias towards investment assets, Cotswold is perceived to be somewhere between the two. Forest of Dean's service also includes the roles associated with its cemeteries which is unique to its service model.

Each service is assumed to be led by a senior qualified professional relevant to the needs of each council in this area

Waste and recycling

Waste and recycling for all authorities is likely to receive increasing prominence in future with the links these services have to climate change, recycling and re-use.

It is recognised that there is a particular focus on waste at West Oxfordshire DC and a need to invest more resource into this, certainly in the immediate term. Accordingly, a senior lead for this service area is assumed together with a support structure. At Forest of Dean DC, a lighter touch integrated approach is assumed with contract management / monitoring and support integrated with environment and climate change, providing an overall brief that provides a reasonable degree of strategic capacity as well. At Cotswold DC, the focus will be on ensuring value for money and that innovation is implemented in terms of service delivery.

Leisure

It is recognised that this service has been thinly stretched over recent years and has close interdependencies with the assets/properties as well as climate teams. One officer has been covering Contract Monitoring activities for all the leisure facilities across all three council areas, implying approximately one third FTE being used for this activity per authority. The result has been limited 'on the ground presence' which has led to difficulties and increased complaints about leisure services.

Traditionally councils would also have had input in leisure programming and links to health and wellbeing activities by working closely with the leisure providers and relevant internal teams. This is not reflected in the current service model but is reflected in the 'to be' structures, with a Health and Wellbeing Officer added into each Authority's structure.

It is noted that West Oxfordshire has the largest leisure stock, an emerging leisure strategy and a leisure contract which is due to expire in 2027. In 2024, an additional 0.6 FTE role (Contract Monitoring Officer) had been created to relieve pressures and to improve on-the-ground contract monitoring and partnership working with leisure providers in the district. This Council has therefore already created a new role of Leisure Strategy Manager. Given the large number of facilities and the ambitions of the Council, a senior role to cover leisure operations and contract monitoring is needed.

Projects and Project Management

When the Projects specialism was analysed council by council, it became immediately apparent that a great many of the projects were in property or related areas. By their nature, these would need to rely on specialist resource in addition to the more generalist project management resource available in this area. However, such resource has not always been readily available to the extent required. A key consideration has been whether to continue the Projects specialism or whether to augment directly the Property service. Each Council has formed a view of this based on locality needs and the position has been modelled accordingly.

Linkline

Linkline is a service which is delivered by Forest of Dean District Council for residents of Forest of Dean and Cotswold District. This is a very small team who are solely allocated to one council.

5.0 Publica

With Phase 1, savings through streamlining the Publica senior leadership structure were taken up front. For Phase 2, the opportunity for savings through the re-structuring of Publica is much smaller. This could, however, include:

Changes in the Leadership Structure – potentially streamline the current structure reflective of the smaller/reducing size of the organisation. It was already in plan for one of the Assistant Director roles to be taken out of the structure. This would leave two Assistant Director roles and the Managing Director, together with a wider leadership team comprised of more specialist but still senior functions including roles such as the Chief Technology Officer and others at a similar level. Potentially, with Phase 2, a senior role could be released. However, at this stage, it makes sense not to make any assumptions over this in the Phase 2 modelling, but to impact assess the position post-Phase 2 once there is better understanding over the implications of future Local Government Re-organisation.

Changes in the Board structure – potentially streamline the current structure reflective of the smaller/reducing size of the organisation. There is currently a Board comprised of eight: the Chair, 4 Non-Executives, the MD of Publica plus two Executive Directors. Local Partnerships in their report have suggested that a smaller board of perhaps four may be appropriate post-Phase 2 (Chair, NED, Executive Director, Council Officer). At this stage, it makes sense not to make any assumptions over this in the Phase 2 modelling, but to impact assess the position post-Phase 2 once there is a better understanding over the implications of future Local Government Re-organisation. Any changes to the Board may require a shareholders' resolution.

Changes in the corporate structure - It would be sensible to close the dormant company entities as these have never been used. At the same time, it should be possible to streamline external audit and audit fees aligned to the streamlined business.

It is assumed that with the significant changes to Publica, there would also be a budget re-basing for the 2026/7 financial year.

6.0 Programme Risks and Opportunities

A Programme Risk and Opportunity Register has been developed aligned to each Council's Risk Management Policy with input through the Workstreams and Retained Officers and is available for viewing via the PMO.

Key risks that require continued focus throughout the transition and are elevated on the Risk Register centre around:

- Processes linked to the transition, and the need to follow the law and due process.
- People, the need to continue to motivate, attract and retain.
- Communications, the need to ensure effective and timely communications for each.
- Potential restructuring of Local Government resultant from the White Paper.

7.0 Financial modelling assumptions and outputs

A detailed financial model for Phase 2 has been developed, tested and reviewed by the District Councils, Publica's MD and the PMO.

As with Phase 1, a Baseline Model ("*BM*") has been developed from Publica's payroll data and reconciled against the agreed Publica Contract Sum ("*PCS*"). A subsequent Council Model ("*CM*") was developed building on the agreed output from the BM with additional posts included to support Phase 2 services in each Council. The output from the CM is therefore considered within this section of the Transition Plan.

The Phase 2 services present a far greater proportion of fragmented roles in comparison to Phase 1¹. The services transitioned in Phase 1 were more 'Direct' in their nature, allowing TUPE regulations to apply to the majority of roles within the scope of Phase 1.

Consideration of the Phase 2 shared services and associated staff roles have required a different approach to the financial modelling completed in Phase 1; the 'lift and shift' approach and application of TUPE is/was not a viable option for significant roles within the Phase 2 services, therefore the financial modelling for Phase 2 has been tailored accordingly.

The Phase 2 baseline is calculated using the current Publica contract allocation across Clients. This was considered the most equitable² method for establishing a baseline position against which to compare Phase 2 options. The baseline was subject to check and challenge/peer review by s151 officers through the Finance Workstream. S151 officers were content that the baseline was based on accurate and reliable financial data, included reasonable financial assumptions to support financial forecasting, and had been prepared following best practice financial modelling principles (ICAEW Financial Modelling Code).

The OTB has considered the Phase 2 costings for each scenario modelled. All scenario modelling was completed in conjunction with structure charts designed and agreed by key stakeholders in each instance. These included:

- i. **PMO** suggested delivery model: Sovereign model for each Council proposed by benchmark operating models against similar District Councils.
- ii. **'Publica'** delivery model: Sovereign model for each Council informed by current service delivery leads and Publica Executives.
- iii. **OTB/Council Executives** model. A refinement of the prior scenarios. Informed by CEOs and respective Council Leadership teams.

The preferred solution recommended for progression through scrutiny and due diligence is the OTB/Council Executives model as shown in Table 1 below.

¹ 7% of Phase 1 roles were fragmented, compared to 50% for the priority services in Phase 2

² The alternative was to apply a subjective 'percentage/effort' assessment to each role under consideration for Phase 2.

Table 1 – Impact of Phase 2

Phase 2 Indicative Cost Impact	CDC (£)	FODDC (£)	WODC (£)	Total (£)
Phase 2 Baseline (see Table 2a)	695,933	504,600	766,351	1,966,884
OTB/Council Solution (see Table 2b)	941,053	755,441	1,002,851	2,699,345
Phase 2 Enduring Annual impact	245,120	250,841	236,500	732,461
% Increase/Decrease vs Baseline	35.2%	49.7%	30.9%	37.2%

The estimated 'Enduring Annual Impact' of repatriating the core priority Phase 2 services is shown in Table 1. The forecast annual increase by Council is (noting Phase 2 implementation is anticipated as 1st July, a partial year):

- CDC £245k
- FODDC £251k
- WODC £237k
- **Total Phase 2 £732k**

[Annex A](#) in the Appendix details additional service level information for the Phase 2 services.

8.0 Transition and post-Transition

Subject to the three District Councils deciding to proceed by the end of March 2025, transition timings are assumed to be as follows:

Phase 2 – ‘Go Live’ 1 July 2025.

A GANTT chart detailing the transition steps was developed by and is being managed and kept up to date by the PMO, focused principally on the steps required for Phase 2. This is available for viewing via the PMO. As soon as the three District Councils have made a decision to proceed with Phase 2, the Programme will move into an implementation phase to deal with the practicalities up to ‘go live’. For those roles that are subject to TUPE, consultation will commence in April 2025 aligned to the 1 July target transfer date. For other roles, internal advertisements, initially, will commence as soon as possible from April 2025 onwards, followed by external advertisements if needed.

A communications plan has been developed by each Council’s in-house Communications team and a programme of communications leading to ‘go live’ will be delivered.

In addition to a process of pre-transition due diligence a transition of this kind is likely to need post-transition support and investment to be successful, as was the case with Phase 1. With any significant change, organisational culture needs to be built and developed, which takes time. Change needs careful planning and good management. It also needs a full programme of ongoing support in each Council, training, Culture Change, through a Culture Development Plan, to include consideration of:

- Values
- Organisation culture and ways of working
- Key Performance metrics

It may be sensible to introduce consultative committees to drive improvement from the grassroots of each organisation, including in areas such as Health and Safety, particularly.

Looking forward, the new organisations will want to:

- Continuously consider organisational alignment to their evolving corporate plans
- Identify strengths and weaknesses in service delivery.
- Ensure an optimal organisation structure and/or approach to service delivery.
- Ensure regular communication and engagement on objectives, opportunities and improvements.
- Implement business plans, audit, review, and improvement through further engagement.
- Consider opportunities for further transition and change. This could include further insourcing or shared service arrangements.

In addition, Councils will want to ensure that Publica, as its key support services delivery partner evolves and changes as they wish to evolve and change.

In addition, the Councils and Publica will now need to consider the implications of a likely Local Government Re-organisation on services going forward.

9.0 Recommendation

For the District Councils to proceed with Phase 2 of the Publica Transition programme as set out in this Plan.

APPENDIX – Financial Annexures

ANNEX A. Indicative Cost Impact and Service Level Information

Table 1

Phase 2 Indicative Cost Impact	CDC (£)	FODDC (£)	WODC (£)	Total (£)
Phase 2 Baseline (see Table 2a)	695,933	504,600	766,351	1,966,884
OTB/Council Solution (see Table 2b)	941,053	755,441	1,002,851	2,699,345
Phase 2 Enduring Annual impact	245,120	250,841	236,500	732,461
% Increase/Decrease vs Baseline	35.2%	49.7%	30.9%	37.2%

Table 2a – Phase 2 baseline by service

Phase 2 Baseline - Service Detail	CDC (£)	FODDC (£)	WODC (£)	Total (£)
Project Management	159,995	99,597	176,184	435,776
Careline/Linkline	-	71,384	-	71,384
Leisure Management	70,786	44,064	77,948	192,798
Property & Estates	359,309	223,669	395,666	978,644
Waste & Recycling	105,843	65,887	116,553	288,283
Phase 2 Baseline Cost	695,933	504,600	766,351	1,966,884

Table 2b – Phase 2 costing by service

Phase 2 OTB/Council Solution - Service Detail	CDC (£)	FODDC (£)	WODC (£)	Total (£)
Project Management	188,488	59,164	134,092	384,745
Careline/Linkline	-	142,862	-	142,862
Leisure Management	104,735	45,980	113,798	264,513
Property & Estates	479,573	360,447	582,253	1,422,273
Waste & Recycling	168,256	146,988	172,708	487,952
Phase 2 Baseline Cost	941,053	755,441	1,002,851	2,699,345

ANNEX B. Option Consideration. Impact by District

