

Merger of Citizens Advice Leek with Citizens Advice Cheadle

Business Case

Business Case for Merger between Cheadle and Leek Citizens Advice Services.

Executive Summary

Both Citizen Advice services have identified long term financial challenges that require urgent action to ensure that high quality advice services continue to be provided to the citizens of Leek, Cheadle and their surrounding areas. After considering a number of options Leek and Cheadle have decided to explore merging with the aim of improving financial sustainability by at least 18 months.

Although the financial position of both centres has improved over recent months due to additional income from a number of funding streams, the Boards believe that the merged organisation still offers significant benefits.

It is proposed that such a merged organisation be called “Citizens Advice Staffordshire Moorlands” to better describe the area that the new organisation will serve. Following legal and contractual advice it is proposed that the new merged organisation will be formed from Cheadle Citizen Advice Centre, with all Leek staff TUPE’d into the new organisation.

The discussions on merger will be completed by 31st December 2018 and the new organisation will be set up and running by 1st April 2019. The key milestones leading to the setting up of a merged organisation are set out in a Merger Project Planning Checklist put together by the Cheadle/Leek Merger Group. Results of consultation with stakeholders will be included in the Business Plan.

Summary of Recommendations.

1. The outcome of the work in preparing this Business Case clearly supports a merger between Cheadle and Leek Citizens Advice Services.
2. Leek C.A. be merged into Cheadle C.A. with Leek staff being transferred under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
3. The name of the new organisation be changed to Citizens Advice Staffordshire Moorlands.
4. Both Boards agree that the process will not involve any redundancies.
5. The duties of the new Chief Officer’s position be job shared by the two existing Managers.
6. A new Board be set up from Trustees from both Cheadle and Leek Boards.
7. Citizens Advice Staffordshire Moorlands be formed and in operation on 1st April 2019.

Current Position (as at April 2018)

A summary of current staff, services and funding levels from our existing organisations is shown below:

Issues	Cheadle	Leek
No. of Trustees	10	10
No. of Staff	5 (3.5FTE)	5 (2.5FTE)
No. of Volunteers	26	15
Unrestricted Funds	£71,436	£77,321
Restricted Funds	£8,741	£0
Designated	£53,953	£30,000
Reserves	£60,050	£55,527
Staff hourly rates	7 Roles Manager £19.23 Advisor 1 £11.00 (MAS- contract requirement) Advisor 2 £13.92 (MAS – contract requirement) Admin 1 £8.54 (MAS – contract requirement) Admin 2 £8.54 R&C £11.00 Sup £11.92	5 Roles Manager £15.20 Deputy Manager £13.90 Admin £9.00 Advisor 1 £11.66 Advisor 2 £10.99
Volunteer Hrs Worked Value	7.35 FTE 5876 hrs £146,000 (All stats verified by CitA)	3 FTE 10,348 hrs £202,155
Offices Operated	Cheadle Blythe Bridge (Outreach)	Leek
Days/hrs of Service Availability per Week	5 days 32.5 hrs 9:30- 16:00	<i>5 days 47.5 hrs</i> 07:00 – 16:30

	Plus unpaid time – Manager (at least 10 hrs p.w.)	
Days/hrs of Drop In Availability per Week	Cheadle 3 days 3 hrs 10:00 – 13:00 Blythe Bridge 1day/mo 3.75hrs 09:15 – 13:00	3 days 3 hrs 09:00 – 12:00
Adviceline	1day 3 hrs 10:00 – 13:00	Planning to engage 2018
Projects/completion	MASDAP EBDX March 2018 Good Life Foundation Awards For All – Sep 2018 New projects Santander – Fin cap pilot Campaigns in a Box (CitA)	Nil
Specialist Services	Debt Financial Capability Utilities	Welfare Benefits Debt Utilities Consumer Employment
Training	1 staff – PTTLs, Qualified Internal Quality Assurer, NVQ Assessor (Advice & Guidance). 2 staff – Fin Cap Assessors 3 staff – Qualified Debt Advisors all have over 17yrs experience. 2 significant court representation experience. 1 staff – Welfare Benefits Appeals representation experience.	2 staff Certificates in Money Advice 1 Advisor Certificate of Proficiency in Insolvency 1 Volunteer Income Maximisation and Welfare Rights 2 Advisors ESA, PIP DLA and AA 1 Advisor appeals 1 Advisor complex appeals & Upper Tribunal appeals 5 Advisors Universal Credit
QAA Score	Yellow	Green

Last Audit	Last Audit - 87% Leadership – Yellow Corrective Actions <ul style="list-style-type: none"> • Review Business Plan • Adopt New Model Articles • Community Needs Analysis • Marketing Plan ✓ • Research and campaigning Plan 	<ul style="list-style-type: none"> • Last Audit - Amber corrections • Client Advice Needs Analysis • Financial Management Minutes
No. of Unique Clients 2016/17	1007 (static) (13.7% increase 1 st 2 Qs 17/18)	1480 (12% increase)
No. of Client Contacts 2016/17	7390	7889 (7.5% increase)
Client Debt 2016/17	£3,572,231	£5,075,256
Total Gains 2016/17	£2, 509, 000	£3,519,550
<i>Impact</i>	£23.87 for every £1 invested in financial value to the people we help. £3.55 for every £1 invested in savings to government and public services. £16.57 for every £1 in wider economic and social benefits (public value)	
Equality Impact Assessment	Under representation of young people and over 65's in client base	Under representation of young people and over 65's in client base

Analysis

Cheadle and Leek C.A. are very similar organisations in terms of their size, the services they offer and their client profiles (see Client Needs Analysis). They each receive the same levels of annual core funding from Staffordshire Moorlands District Council. Leek receives £10,700 p.a. from Leek Town Council whereas Cheadle receives £5,000 p.a. from Cheadle Town Council and have similar levels of unrestricted funding.

Cheadle rent their current offices from a private landlord for which they pay £6,400 p.a. Their current rental agreement expired in November 2018 and has been renewed for a further two years. Leek has its offices in Moorlands House, Leek which is owned by Staffordshire Moorlands District Council. It does not pay rent but only a service charge of £3,000 p.a. The Terms of Reference for a rental agreement were agreed on 1st March 2015 for a period of 6 years but no formal agreement has ever been signed.

They currently face very similar financial challenges in terms of having budget deficits in their core funding levels and are currently dependent upon using their reserves to maintain their services and avoid closure.

Both Cheadle and Leek C.A. have the same service level agreement with the District Council's Homelessness Service and receive the same funding levels. Both assist the Council in helping clients with online applications for housing benefits and council tax reduction claims but receive no additional funding for these services. The District Council has agreed in October 2018 to provide an additional £18,000 (£9,000 to each) to fund additional support for homelessness and Universal Credit from October 2018 to March 2020, which is then to be reviewed.

Cheadle are contracted by the Money Advice Service to provide financial advice. This contract is renewed on an annual basis up to 2021. A key member of Cheadle's staff recently left and staff from Leek are currently helping to ensure Cheadle fulfils its contractual obligations.

Staff levels of pay are similar although those for Cheadle are slightly higher than for Leek's staff. Cheadle also have more paid staff than Leek and a greater number of volunteers.

Cheadle C.A. is currently operating an Adviceline service and Leek is committed to doing so sometime in the current financial year.

Leek C.A. were initially rated as amber in their recent Leadership Self Assessment but have resubmitted evidence on a Client Needs Analysis and Board Minutes and have now been re-rated to yellow. Cheadle failed its full on-site audit in 2017 but have now been reassessed as yellow having completed their corrective actions. Their Leadership Self Assessment which was due in September 2018 has been put back until 8th January 2019 because of the discussions on merger with Leek C.A.

The number of unique clients helped by Leek C.A. grew by 12% in 2016/17 but the numbers advised by Cheadle in the same year were static.

Strengths and Weaknesses of Current Organisations.

Leek – Strengths and weaknesses

Strengths	Weaknesses
<ul style="list-style-type: none"> • Citizens Advice brand • Quality standards (AQS, SQM, CA Membership) • Local reputation • Quality staff & volunteers • Effective training • Growing team of skilled & valued volunteers • Strong/Supportive Trustee Board • Effective internal communication • Office Location • Volunteer training programme • Infrastructure support & backup from national CA • Campaigning & Research • Local Council's support 	<ul style="list-style-type: none"> • Dependence on limited and short term funding streams • Limited Research and Campaigning activities • Limited access channels (phone/email/chat) • Lack of good links with businesses • Turnover of volunteers and trainees • Limited resources to join Adviceline • Lack of volunteer development • Lack of capacity to meet client need across all channels • Opening hours (Face to Face – Email – Telephone) • Long waits for Adviser appointments • Training timescales • Website • Failure to utilise new technology • Unwillingness to accept change

<p>Opportunities</p> <ul style="list-style-type: none"> • Increased joint working • Effective use of Casebook • Research and campaigning activities • Pensions Advice • More effective publicity & promotion of service • Fee earning opportunities • Universal Credit • Volunteers development • Trustee development • Outreach work • Expand client feedback • Social media, web-chat, development of website 	<p>Threats</p> <ul style="list-style-type: none"> • Small size of organisation • Key staff leave • Political change • Reduced funding / Lack of funding & resource • Volunteers train then find employment • Client and external agencies expectations • Lack of volunteers / range of volunteer advice skills • Growing client demand • Inability to meet demand for telephone & web services • Failure to utilise new technology • Universal Credit increasing demand for services
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Cheadle – Strengths and Weaknesses

<p>Strengths</p> <ul style="list-style-type: none"> • Citizens Advice Cheadle has reputation within community and with local funders for providing a quality service • 'Free' service for clients • Face to face service for clients • Loyalty, commitment, experience of and goodwill of volunteers and staff • Good range of experience and skills within staff and volunteers • Community based /situated in an accessible location for those in the town or with transport • Good relationship with Local Funders • Value for money service • Willingness to tackle both local and national issues i.e. Research & campaigning, local newspaper articles and challenges/feedback to other organisations. • Nice place to work – positive experience for volunteers 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited opening times of face to face advice service • Financial uncertainty –makes it difficult to plan for future and also affects moral of staff and volunteers. • Difficult to access the service if live in surrounding area but do not have own transport (poor bus service) • Tendering culture - small size of organisation can be a disadvantage when tendering for funding/services. • Lack of benefit specialist • Lack of investment in infrastructure/ suitability of premises /telephone system is not fit for purpose • Lack of 'profile' or way CA is perceived i.e. receiving statutory funding • Possible loss of quality marks • Small number of staff /volunteers - time off due to illness or loss of an experienced staff member or volunteers could have severe impact on operational capacity
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<p>Opportunities</p> <ul style="list-style-type: none"> • Partnership working • Merger • Changing Service and/or Expanding access to the service i.e. expand Outreach and by offering a multi-channel approach i.e. Adviceline, webchat, twitter, facebook. • Change the way face to face service operates i.e. bring in initial checks to determine how individual clients receive advice. • Introduce digital skills and social media • Additional training for volunteers and staff. • Potential for support from local businesses • Preventative work – i.e. Research & Campaigning, articles in local newspapers, information sessions. • Restructure of organisation/staff and volunteers • Casebook – easier to use 	<p>Threats</p> <ul style="list-style-type: none"> • Funding - Loss of funding or insufficient funding to meet requirements to operate organisation • Contracting, Procurement and Tendering culture - i.e. tendency to favour larger organisations so can be difficult to meet criteria • Closure • Area/perception of the area we operate in – may mean we struggle to meet funding criteria i.e. not an area of high deprivation • Loss or reduction of service for people of this area • Welfare reform – creates more need for advice and leads to increase in client numbers which we may have difficulty meeting • Loss of goodwill/motivation in staff and volunteers i.e. through changes to service/organisation or increased workload • Loss of staff or volunteers – loss of experience, difficulty recruiting replacements • Recession – further reduction in funding/ increased need for services • Competition – both from other CA Local Offices and external agencies • Contract Compliance - Loss of funding and/or Citizens Advice brand and quality marks • Cuts to other services create an increase in demand on our service • Loss of reputation within local community/local funders
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Analysis of Pros and Cons of Merger

PROs

- Avoidance of closure of both offices and the consequences for our clients
- Delivering efficiencies in costs and service delivery
- Improvements to client services
- Greater efficiencies in administration and management of a single organisation
- Wider skills base of paid staff and volunteers
- Improved Board of Trustees
- Improved access to services for clients
- Opportunities for joint training and sharing knowledge and experience
- Continued political support from District and Town Councils?

CONS

- New merged organisation needs to be much more sustainable than the existing organisations

FORMS OF MERGER:

ISSUES

- 1. Transfer from one or more existing organisation to another**
 - Criteria for deciding which CA would be transferred (clients served, financial strengths and weaknesses, performance rating, skill sets, range of services offered, etc.
 - Creating new structure with common conditions of service and pay scales
- 2. Formation of a new charity.**
 - Timescales involved and additional work involved
 - Creating new structure with common conditions of service and pay scales

RISK ANALYSIS FOR FORMS OF MERGER

Form of merger	Advantages	Disadvantages	When to use
Transfer to an existing bureau	<ul style="list-style-type: none"> • Removes the need to create a new charity. • Allows the merged bureau to use the remaining bureau's bank accounts, credit rating etc, if these are healthy. • Can protect bureaux from triggering pensions liability (if the bureau that remains has a pension liability). • Preserves any strong track record with funders / potential funders. • If the bureau that will remain has a lot of contracts, or contracts that can't be novated / transferred, they will be protected. • Admin and financial systems already in place. 	<ul style="list-style-type: none"> • It can create the sense of a takeover, for example the transfer document and due diligence questionnaire lose their neutrality. • The liabilities of one bureau may undermine the viability of the other. • Some trustees on the remaining board will be asked to resign to make way for new ones, which can create issues. • The governing documents of the remaining bureau may need to be amended – at least the name and area of benefit are likely to change. 	<ul style="list-style-type: none"> • A company limited by guarantee is already in existence and: it has relatively recent articles of association all parties agree that it is the best way forward; and assets exceed liabilities or the overall level of liability is reasonable. • Risks arising from the disadvantages can be mitigated. • Usually the smaller (fewer liabilities) will merge into the larger (more liabilities), depending on the nature of the liabilities.
Formation of a new charity: transfer from all bureaux into the new one	<ul style="list-style-type: none"> • A new identity is created. • One bureau is not seen as taking over the other. • A completely new trustee board can be appointed. • Fresh start. 	<ul style="list-style-type: none"> • Loss of existing contracts and funding (MAS contract for Cheadle) • Potential loss of good relationships between board and external stakeholders. • Time is spent on getting a new charity and company registered. 	<ul style="list-style-type: none"> • If neither bureau is incorporated; and / or neither bureau has a recent governing document; and / or the merger is seen as being between unequal

		<ul style="list-style-type: none"> • There can be delays and complications in the process, e.g. setting up new bank accounts, new administrative and finance systems, transferring all the contracts and suppliers relating to all the bureaux etc. • Risk of loss of continuity. 	<p>partners and one bureau objects to the idea of being taken over.</p>
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Recommendation: The potential loss of the MAS contract and the greater complexity and time to form a new organisation mean that the transfer of one Bureau to another is the most favourable option.

CHOICE OF ORGANISATION TO BE RETAINED

Criteria for Analysis:

1. An assessment of existing liabilities, contracts each organisation holds, and whether they can easily be novated (the substitution of a new contract for an old one) to the other.
2. Closing one organisation and transferring the staff to the remaining one may incur costs. An assessment as to which option is the most cost effective needs to be made.
3. The amount of reserves each organisation has at the point of merger should be considered.
4. The impact of closing one organisation and moving the services to the other, on the current stakeholders should be taken into consideration.
5. The impact upon the quality of service delivery to clients and the future self assessment of services.

ANALYSIS

Criteria	Leek to Cheadle	Cheadle to Leek
Existing Liabilities and Contracts	No existing contracts/funds would be lost	Loss of MAS contract and funding of £?? p.a. to ??? 2019. MAS has confirmed that it would be possible to keep the contract if Leek merged with Cheadle and the new organisation changed its name but not the other way around.
	EBDX contract finishes on 31 st March 2019. New contract awarded in October 2018	EBDX contract finishes on 31 st March 2019. New contract awarded in October 2018
	New U.C. grant from National C.A. to be signed before merger	New U.C. grant from National C.A. to be signed before merger
Costs of Staff Transfer	No Pension liabilities	Pension liabilities at Cheadle are £1,000 p.a.
	Staff TUPE'd with existing terms and conditions but some costs associated with joint C/O post and increasing pay rates to match Cheadle's Maybe increases in travel costs	No TUPE process but some costs associated with joint C/O post Maybe increases in travel costs
Reserves at 31 st December 2018	£ tbd	£ tbd
Impact of Closure & Transfer of Services	Risks to continued LA and T.C. funding	Less risks to continued LA and T.C. fund
Impact on Quality of Services and LSA	Leek achieved 'Amber' standard at last LSA but have been reassessed as 'Yellow' having completed all corrective actions. Quality of Advice for 2018 rated as Green LSA due 1 st April	Cheadle failed its full on-site audit in 2017 but were reassessed as 'Yellow' having completed their corrective actions. Quality of Advice for 2018 rated as Green Submitting next LAS in January 2019

Recommendation: The potential loss of the MAS contract taken with Cheadle's greater reserves at transfer mean that a merger of Leek with Cheadle is the most favourable option with the merged organisation changing its name to reflect the wider area of service delivery to 'Citizens Advice Staffordshire Moorlands'.

MERGER OVERALL RISK ANALYSIS

RISK		AVOIDANCE		MITIGATION	
Description	Action	Description	Action	Description	Action
FINANCE Potential loss or reduction of grants SMDC & T.C's because they feel they could make saving from the new organisation	Avoid loss or reduction of grants	Secure continuing financial support of District and Town Councils	Hold joint briefing meetings with District and Town Councils	None	None
FINANCE Potential loss or reduction of grants from T.C's because they feel that their town is being disadvantaged	Avoid loss or reduction of grants	Secure continuing financial support of District and Town Councils	Develop a business model that satisfies both Town Councils	None	None
FINANCE Insufficient financial benefit from the proposed merger	Achieve sufficient financial benefits	Ensure that sufficient savings are identified	Develop robust options for service delivery models and structures with financial appraisals	Make the case for District and Town Councils increase their financial support to avoid closure of CA Other sources of funding?	Make a presentation to the Leader of the Council on the merger and for additional funding to prevent closure of C.A. services
STAFF Loss of key staff & Volunteers. Caused by organisational uncertainty	Reduce levels of uncertainty	Maintain good communications with staff and volunteers over the proposed merger	Continue to review and implement the Communications Strategy	Recruit new staff and volunteers	Mount a recruitment campaign

RISK		AVOIDANCE		MITIGATION	
Description	Action	Description	Action	Description	Action
		Include staff trustees in all aspects of the merger			
STAFF Loss of key staff & Volunteers. Caused by potential changes in terms and conditions	Communicate to staff and volunteers on the importance of merger and the need to have a sustainable budget	Initial discussions with staff trustee representatives. Involve staff and volunteers on an individual basis to discuss concerns	Individual meetings with staff and volunteers	Recruit new staff and volunteers	Mount a recruitment campaign
STAFF Job sharing at Manager level creates ambiguities regarding roles and responsibilities	Ensure that there are no ambiguities in roles and responsibilities	Clear definitions of roles and responsibilities	Draft job descriptions that have clear definitions of the split of responsibilities and explain to staff and volunteers	Monitor management arrangements	Carry out a review of roles and responsibilities after 6 months
STAFF Insufficient staffing capacity, due to high level of cuts	Ensure that there is sufficient capacity to deliver client services within the new organisational structure	Review proposed service structures to analyse capacity required to deliver services	Undertake a complete review of service delivery and business processes	Monitor and identify issues of capacity over the first 6 months	Conduct a full service review after 6 months

RISK		AVOIDANCE		MITIGATION	
Description	Action	Description	Action	Description	Action
GOVERNANCE Trustees reluctant to accept compromises.	Secure the complete commitment of both Boards	Keep Boards fully informed of merger progress and ensure they are aware of all available options in decision making.	Present options for service delivery models and structures with financial appraisals for decision making.		
GOVERNANCE Unable to agree new governance model (type, size and location)	Agree methodology to decide on governance model	Establish sub group to look at governance model	Use methodology to assess options and make recommendation to Boards		
GOVERNANCE Central CAB do not approve proposed approach	Seek approval of proposal with central CAB at appropriate time	Joint board discussions with Central CAB at appropriate time	Resolve issues through dialogue		
OPERATIONAL Failure to deliver existing commitments/contracts due to refocused work on merger	Boards and chief officer(s) to ensure existing commitment are met.	Existing commitments are met.	List of existing commitments to be agreed and monitored		
GOVERNANCE Failure to achieve appropriate level in self assessment following merger	Self assessment of the new organisation will take place following merger	Identify current areas of weakness and ensure plans are in place to address them	Introduce those procedures that have been given a stronger rating in the most recent self assessment		

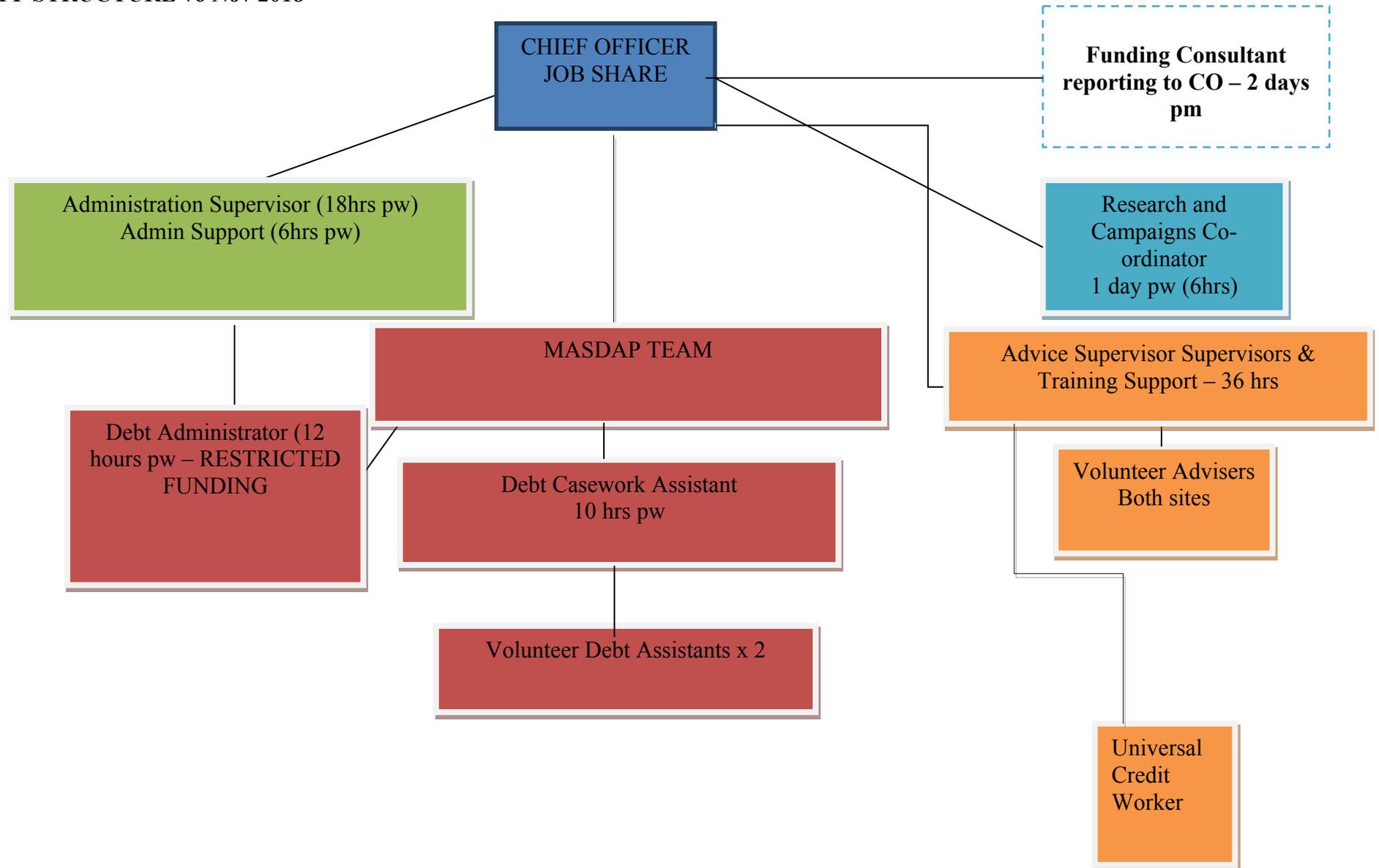
Cost / benefit analysis.

Increased skills base for Trustee Board, Staff and Volunteers. Large operational and administrative savings from merger such as having a one Management Plan and sets of policies, single LSA audit, one set of Board meetings, one case checking and Quality of Advice auditing, greater consistency in maintaining and improving training levels and communication between staff and volunteers.

Summary of any views of stakeholders (internal and external).

To be written

STAFF STRUCTURE v6 Nov 2018



**Three Year Budget for
Staffordshire Moorlands
Citizens Advice**

	Balance sheet	Income and expenditure Year ended 31 March 2020	Balance sheet	Income and expenditure Year ended 31 March 2021	Balance sheet	Income and expenditure Year ended 31 March 2022	Balance sheet
	@ 31/03/2019		@ 31/03/2020		@ 31/03/2021		@ 31/03/2022
Unrestricted Reserves	90,420		88,710		79,000		71,483
Restricted Reserves	6,000		6,000		0		0
Designated Reserves	50,000		50,000		50,000		50,000
Total	146,420		144,710		129,000		121,483
Income							
Donations		2,000		2,000		2,000	
Charitable activities		181,813		117,813		61,720	
New Income sources		0		30,000		70,000	
Total Income		183,813		149,813		133,720	
Expenses							
Salaries		154,063		134,063		112,563	
Staff & Volunteer		5,000		5,000		5,000	
Office		9,460		9,460		8,514	
Premises		11,000		11,000		11,000	
Governance		1,600		1,600		1,600	
Other		4,400		4,400		2,560	
Total Expenses		185,523		165,523		141,237	
Surplus/Deficit		-1,710		-15,710		-7,517	

Budget Assumptions

Year 1

Includes an additional UC post at £12 per hour for 30 hours a week. This is a 12 month post.

Year 2

Assumes SMDC and UC additional money is no longer being provided. We are anticipating to have gained an additional source of funding in year of £30,000.

Year 3

Assumes the MASDAP funding is no longer provided and the posts for this project have been made redundant - the costs of which are included in the salary calculation. We are anticipating to have gained additional funding sources in this year for £70,000.

Costs of merger and any other practical considerations.

No significant costs of merger have been identified and the merging of ITC systems has been assessed by the ITC Support Team who do not anticipate and financial issues or technical problems. Both organisations share the same telephone systems provider.

Recommendations

1. The outcome of the work in preparing this Business Case clearly supports a merger between Cheadle and Leek Citizens Advice Services.
2. Leek C.A. be merged into Cheadle C.A. with Leek staff being transferred under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
3. The name of the new organisation be changed to Citizens Advice Staffordshire Moorlands.
4. Both Boards agree that the process will not involve any redundancies.
5. The duties of the new Chief Officer's position be job shared by the two existing Managers.
6. A new Board be set up from Trustees from both Cheadle and Leek Boards.
7. Citizens Advice Staffordshire Moorlands be formed and in operation on 1st April 2019.

Rationale

Cheadle and Leek Citizens Advice Services are very similar in terms of their structure, finances and client base. Both face financial challenges that make their future unsustainable and the analysis carried out in this Business Case shows that a merger of the two organisations will deliver a more certain future to continue our support for clients and provide better advice services. The 3 year budget projections for a merged organisation are based upon a worst case scenario, with a drop off of funding from Staffordshire Moorlands District Council and Universal Credit funding from Government via National Citizens Advice in year 2 and a drop off in funding from the Money Advice Service in year 3.

Due Diligence analysis has shown that there are no significant risks to merger with the best option being for Leek to transfer into Cheadle C.A. because of the loss of the Money Advice Service contract and their higher level of reserves. The new organisation to change its name to Citizens Advice Staffordshire Moorlands to better reflect the wider area of its service delivery.

Merger will mean that the new organisation will gain significant operational and administrative savings through having:

- One Management Plan
- Better budget management
- One set of policies
- One LSA audit
- One set of Board meetings
- One case checking and Quality of Advice auditing
- Greater consistency in maintaining and improving training levels
- Better communication between staff and volunteers
- Increased capacity for improving services, particularly through telephone advice and digital channels.

Staff and volunteers have been fully involved in the merger discussions and are supportive of the decision to go ahead. The recommendation to job share the new Chief Officer's post will mean that we retain a wider skills and experience base, deliver management efficiencies and better cover for staff and volunteers across both operational bases.

The creation of a new Board of Trustees will be based upon an analysis of skill sets, levels of existing commitment and a willingness to serve. The new Trustee Board will be a stronger body with greater commitment and personal involvement in discharging its strategic responsibilities.

The outcome of consultations with our partner organisation shows.....

The Trustee Board of Citizens Advice Leek has approved the following resolutions:

Company No: 1436945

Registered charity No: 279057

RESOLUTIONS
of the Members of
[Citizens Advice Leek] (“the CAB”)
passed at a Special Board Meeting held at Moorlands House Leek on
28th November 2018

It is hereby resolved that:

1. The Trustees of Citizens Advice Leek are authorised to transfer the assets and the undertaking to the Citizens Advice Cheadle, a registered charity (number 27905, subject to the CAB’s liabilities, and on such terms as the Trustees see fit.
2. The Citizens Advice Leek dissolved with effect from such date as the Trustees may decide after the transfer of the undertaking.

Next steps

- Ongoing staff and volunteer meetings
- Start formal consultations with staff
- Proposed transfer date agreed
- Joint transfer meeting with staff and volunteers
- Any restructure/redundancy consultation
- Join admin and payroll
- Induction programme
- Draft service delivery model
- Combine advice needs analysis and proposals to Boards
- Review and revise HR policies
- Agree Articles of Association
- Register merger with Charity Commission
- Inform funders, contractors and suppliers
- 8 week notice to CA for site confirmation
- Ensure all assets/liabilities included in transfer document
- Further analysis of due diligence information
- Appoint Trustees
- Start formal consultation
- Proposed transfer date agreed
- Commence TUPE process
- Agree Transfer document
- Establish financial framework and procedures
- Review insurance and renewal dates
- Review all contracts and payment arrangements
- Notify HMRC of changes
- Re-register with Information Commissioner
- Disclose employee liability information
- Joint staff and volunteer meeting
- Any re-structure/redundancy consultation
- HR policies
- Join admin and payroll
- Induction into new organisation
- Transfer funds from bank account
- Wind down old Bureau at appropriate time
- Agree new Business Plan
- Closing Bureau to produce accounts and annual return

Appendices

Communications Strategy

Equalities Impact Assessment