

**CHILTERN & SOUTH BUCKS DISTRICT COUNCILS
JOINT APPOINTMENTS AND IMPLEMENTATION COMMITTEE –
29 MAY 2014**

*Not for publication by virtue of Paragraphs 3 & 4 Part 1 of Schedule
12A Local Government Act 1972*

**SHARED SERVICES REVIEWS: STREAMLINING
IMPLEMENTATION**

Contact Officer: Alan Goodrum (01494 732001/01895 837363)

Judy Benson (01494 732015/01895 837288)

RECOMMENDATIONS

That Members identify those areas of streamlining the implementation of shared service reviews they would like to take forward, particularly in terms of a standing delegation that once a shared service staffing proposal has been agreed by JAIC, changes can be agreed by the Chief Executive in response to consultation providing these are within the terms of the business case.

Report

- 1 JAIC at its meeting on 8 April 2014 expressed concern at the length of time it was taking to progress restructure proposals through to implementation. Whilst recognising the need to follow a number of processes, including staff consultation, the Committee asked for the timetable to be reviewed to see if there is any scope for shortening it.
- 2 This report provides an analysis of the various implementation steps and suggests potential improvements.
- 3 **Appendix 1** identifies the processes that are required to achieve successful implementation.
- 4 The table below sets out a summary of the timeline in weeks for the first six service reviews and shows the average duration for comparison purposes against those milestones.

Stage	Milestone points	Licencing	Community Safety	Building Control	Housing	Parking	Finance	Average
A	JC Approved Business Case to start date of shared service (Total)	40	40	31	23	23	24	30
B	JC Approved Business case to outcome of job evaluations	23	23	13	4	5	4	12
C	End of job evaluation to approved proposal for consultation JAIC and CDC Personnel Committee approval	3	3	4	3	3	4	3
D	Start consultation to end consultation	4	4	4	4	4	4	4
E	End of consultation to approved final proposal JAIC and CDC Personnel Committee approval	3	3	3	5	5	5	4
F	Final proposal approval to offer of appointment	4	4	3-5	5	3	3	4
G	Offer of appointment to start of shared service	7	7	1	4	4-5	0-1	4

Key points are:

- 5 The end to end timeline between the approval of the business case to implementation has reduced by around 40% from 40 weeks to 24 weeks. Much of this has been through the lessons learned in earlier reviews.
- 6 Stage B. Proposed grades of new posts inform the potential degree of impact the proposals may have on the staff group. This information then helps to shape the approach and content of consultation. Again this period has been condensed considerably.
- 7 Stage C takes into account the present governance arrangements of reporting to both JAIC and CDC Personnel Committee and their respective lead times, for example when papers/agenda have to be despatched.
- 8 Stage D is the staff consultation component and consistent throughout.
- 9 Stage E is less consistent and again takes into account the present governance arrangements of reporting to the two committees and their respective lead times.
- 10 Stage F allows for appropriate internal expressions of interest and interviews.

- 11 Stage G is dependent on issues like accommodation and IT being resolved and also the optimum start date in service terms.

Implementation

- 12 There is no doubt that implementation on the initial service reviews was a little clunky and in terms of project management we need to be more adept at this. The project leader, usually the Head of Service, needs to adopt much more of a project management approach. However, the implementation timetables already built into the current service reviews reflect this and the optimum time to implement the new shared service is agreed through the Member Working Group. Effectively we have a phased programme of implementing reviews pre district elections and one major review, development management, which crosses over into the new Council. The last batch of reviews: environmental health, waste, customer services, personnel and communications will be timetabled by the Members Working Groups themselves.

Staff

- 13 **Appendix 2** sets out officer advice regarding the need for 30 days consultation period and the need for this consultation to be “meaningful and genuine”. This includes engaging with and listening to the views of staff and their representatives regarding the changes and the change process. This has the benefit of stimulating buy-in and trust, improving outcomes and reducing uncertainty.

Moving forward

- 14 **Appendix 3** sets out in more detail the activities involved from the Joint Committee decision to approve the business case to implementation of the new shared service. It shows realistically the timescales broken down by activities (having regard to dependencies) from the point of Joint Committee approval of the business case to implementation of new service. This shows a 24 week process. This includes time for:-

- Writing consultation documents including job descriptions and person specifications and the evaluation of these new roles
- Assessing the risk for current staff
- Approval of draft consultation documents
- Meaningful staff consultation (including with UNISON)
- Approval of final proposals
- Staff to write and submit their expression of interest
- Development of staff assessments
- Staff assessments and interviews
- Feedback to staff
- Staff appointments and assessment of remaining issues

- 15 During this process, 3 weeks are allocated for draft consultation papers going to JAIC and CDC Personnel Committee for approval (due to committee lead times) and a second 3 weeks is allocated for final proposals going to JAIC and CDC Personnel Committee for approval.
- 16 This timescale does not take into account other service delivery priorities and day to day delivery of services. Implementation of shared services is resource intensive particularly for the Head of Service and sometimes there may be other service priorities which need to be factored in.

Key issues

- 17 Business Case: The process of Member Working Group and progress through scoping and agreement of the final approach is now well established. Some reviews, such as community, have been lighter touch and this is appropriate for smaller service areas. The change in policy to establish 'where people will sit' as part of the business case certainly assists the later stages.
- 18 Restructure: At the heart of this process is the staff consultation period of 4 weeks. It is suggested that this has not been a major driver of the timeline and that this has contributed to the relative ease by which the new services have been introduced. It is clear though that some processes can be improved:
 - The need to take proposals to JAIC and CDC Personnel Committee creates double handling and in governance terms needs to be resolved.
 - Because of the extensive staff involvement, the changes made post consultation have been relatively minor; usually with the caveat that if it is within the business case, it is acceptable to Members. Thus there should be a standing delegation when staffing proposals are agreed that they may be agreed post consultation by the Chief Executive providing they are within the business case. Thus, only by exception proposals after this would come back to Members.

Conclusion

- 19 There are clear benefits for both Councils and to staff in making the process as streamlined as possible. Although the process is becoming more streamlined, there are further improvements that can be made to the Member/Officer processes which are reviewed in the report.
-