

SUBJECT:	Joint Working Annual Report
REPORT OF:	Officer Management Team - Chief Executive

1. Purpose of Report

This is the Annual report for 2014 on the progress of the joint working between Chiltern and South Bucks.

2. Links to Council Policy Objectives

- 2.1 Chiltern and South Bucks have embarked on a programme of joint working in support of the aims of both Councils to provide sustainable value for money services reflecting the requirements of residents and users of services.

3. Background

- 3.1 In February 2012 the two Council's agreed an inter-authority agreement as part of the governance of the joint working between the two authorities. Within that agreement there is a requirement to report annually on the progress of the joint working.

- 3.2 The report is divided into the following sections.

- Shared Services Reviews
- Harmonisation
- Joint ICT
- Other Shared Service Working
- Issues and Learning Points

Shared Services Reviews

- 3.3 By April 2015 fifteen shared service reviews will have been completed. The reviews have been undertaken using a methodology developed by the two Councils with external support. The review process set out to test the viability of a shared services option, taking into account three key aspects:

- Improving service quality
- Improve resilience
- Reduce costs

The process placed a strong reliance on the views of the users of services as to what was important to them. It also involved members actively in the process.

- 3.4 The key points of the five reviews completed since the last Annual Report are summarised in Appendix A. The total savings identified from all the reviews completed

to date is £533k. These savings will be in addition to the £660k per annum delivered from the first stage of the joint working covering the senior management arrangements.

Service	Full Year Saving £k	One Off costs £k
Building Control	72	56
Licensing	37	48
Community Safety	43	55
Housing	121	226
Parking	66	155
Finance	62	35
Legal Services	8	43
Community & Leisure	110	33
Planning Policy	14	0
Total	533	651

- 3.5 There are six other service reviews in progress and scheduled to complete by April 2015. These are Facilities & Property, Environmental Health, Personnel, Policy & Communications, Customer Services, and Revenues & Benefits. The review of Planning & Enforcement will complete later in 2015.

Harmonisation

- 3.6 The harmonisation of Terms and Conditions was seen as a very important change to support and sustain the creation of shared teams. The process was anticipated to be complex and time consuming when it was embarked upon in Autumn 2013, due to amongst other factors that CDC were on national terms with local variations, SBDC is on local terms, CDC recognised the trade union, SBDC did not. The objectives from the outset were to seek to implement harmonised terms and conditions under a collective agreement with the trade union, and to complete an agreement early in 2014/15 when the first shared teams would start to come into operation. Harmonisation was not seen as a cost saving measure and the financial brief for the exercise was for the outcome to be cost neutral.
- 3.7 The negotiation process involved extensive negotiation with the trade union on the various issue and modelling of options. There was a comprehensive briefing of all staff when final proposals were decided upon for consultation. Harmonisation was achieved in June 2014 when the collective agreement on terms and conditions was signed alongside the trade union recognition agreement at SBDC.
- 3.8 Having in place a Collective Agreement enables joint negotiating mechanisms to be in place, and it is this forum that will be used over the coming months to agree harmonised policies and procedures covering such areas as disciplinary, grievance, dignity at work.
- 3.9 As at October 2014, 17% of staff were on harmonised terms and conditions.

Joint ICT Working

- 3.10 Over the course of the last year the level of joint working on ICT has increased and the integration of applications and networks has expanded. Specifically this includes.

- Hosting by SBDC of the finance system used by both Councils.
- Hosting by CDC of the Uniform application supporting, Building Control, Housing, Community Safety and Licensing services.
- Deployment of software to enable core legacy applications to be accessed from either main office.
- Joint procurement and implementation of a new telephony solution.
- The common hosting of the two Councils' websites and the websites use the same application.

Other Shared Services Working

- 3.11 In addition to the projects already described there are a number of other pieces of joint working in progress.
- Progressive harmonisation of policies to support joint working. In the last year a common set of financial regulations and contract standing orders has been introduced.
 - Building on the technology supporting the websites of the two Councils' a joint intranet has been set up which will enable staff across the two organisation to easily access key policies, procedures, guidance and information.
 - Fulfilling the H&S requirements of the two Councils is now overseen jointly with CDC taking the lead on behalf of both authorities.
 - A common system for managing the workflow around dealing with Freedom of Information requests has been introduced, which has helped with managing the growing volumes of requests being received.
 - A joint tender has been let for banking services so that by February 2015 both authorities will have the same banker. In addition joint tendering is underway for payroll and for insurance services.

Issues and Learning Points

- 3.12 There have been a number of issues and learning points from the past year which will be taken into account as the Programme moves forward.
- The continued need for sound project and programme management to keep the programme of change on track.
 - Active and timely engagement with Members and senior stakeholders is necessary to ensure acceptability and build support for change

- It has become apparent that there is a need to fund investment as part of facilitating change. This investment covers people, ICT, property, and is not only about bring services together but changing service delivery to respond to different ways users may wish to access services. All of which has clearly indicated a need to have funds set aside to enable change to happen.
- It has been important to skill up staff in the techniques required to undertake service reviews. This knowledge transfer has been beneficial in terms of personal development for staff, and also to reduce reliance, and therefore cost of external support. Developing an internal resource could be useful in future medium term change
- Communications has been important and efforts have been made to keep staff and members informed of progress and developments. This was especially the case with the Harmonisation project.
- Lessons are being learned on the implementation of new joint teams to improve the efficiency of those projects.
- Staff are experiencing uncertainty which is inevitable given the scale and pace of change.
- A lot of pressure is being placed on senior staff from having to manage service delivery as well as major changes to service delivery and configuration.
- The programme of change is very demanding and the capacity of the two Councils is being stretched, therefore maintaining focus on the key objectives, and not broadening the agenda of issues to tackle is important.

4. Summary

- 4.1 The report shows the scale and scope of the work undertaken by the programme over the last year. Change has been occurring in a number of areas and most staff have been impacted upon to a greater or lesser extent.
- 4.2 The programme has been able to move forward the ambitious aims and objectives set for it by members.

5. Resources, Risk and Other Implications

- 5.1 The regular programme update report to the Joint Committee meeting contains the risk register for the programme, so that is not repeated in this document. The main risks to the programme currently are seen as:
 - Capacity to manage change and maintain progress.
 - Staff communications and engagement.

5.2 The success of the programme relies on it being adequately resourced. The two councils have to date provided funding for staff to undertake service reviews, and also towards the investment, mainly ICT, that is needed to achieve change.

5.3 The costs and savings for the programme, and forecast for the next year are shown in the following table.

	2012/13 £	2013/14 £	2014/15 £	2015/16 £	Cumulative £
Savings - Senior Mgt	(253,000) ¹	660,340	660,340	660,340	1,728,020
Savings - Service Reviews ²	-	-	343,700	532,630	876,330
Total Savings	(253,000)	660,340	1,004,040	1,192,970	2,604,350
HR and Change Mgt External Support	86,127	-	-	-	
External Support to Service Reviews	35,625	10,000	40,000	-	
Programme Officers and support to programme	28,839	100,000	94,800	94,800	
Total Programme Costs	150,591	110,000	134,800	94,800	490,191
Service Reviews Implementation costs	-	384,550	180,990	85,000	650,540
Net Financial Effect	(403,591)	165,790	688,250	1,013,170	1,463,619

¹ Figure includes the one off staff exit costs.

² Covers nine Services Reviews completed up to July 2014

One off Implementation costs are funded from earmarked reserves or Capital Programmes

6. Recommendation

The Joint Committee notes the report.

Officer Contact:	Alan Goodrum Chief Executive
Background Papers:	None

APPENDIX A

Key Features of Shared Service	Benefits of New Arrangements	One off costs £	Savings £
Parking			
<ul style="list-style-type: none"> • A single parking team with one dedicated manager covering Chiltern and South Bucks District Councils. • Parking attendants will work under a single supervisor across both authority areas with one touchdown desk in each Authority for the parking attendants. • Back office staff in one location dealing with the enforcement processes including season tickets and general administration. <p style="text-align: center;">✓</p>	<ul style="list-style-type: none"> • Joint Council Members steering group for the parking service to oversee changes and develop single policies and approaches that then report into the usual Council PAG / committee processes at both Authorities. • A single service across both Districts would be of benefit to customers, for example a single point of contact and the same processes / online forms. • A single system incorporating the best of each Councils current approach and further innovations where possible. • Utilising technology to move towards cashless parking • Longer term it is envisaged that there would be a move towards an integrated ANPR (automatic number plate recognition) system, which would be linked to automatic payments. • Processes in the future will be designed to minimise occurrences of challengeable FTP notices and make it easier for officers to check, thus minimising time and effort spent later in the process cancelling issued ECN's/PCN's. • Encouraging significant channel shift for customer by directing them to a single interface available through the Councils websites providing all general customer parking information. This would include for example online application of season tickets and viewing evidence of contraventions and the appeals process. • Saving on postage and printing 	<p>155,250</p>	<p>65,760</p>

Key Features of Shared Service	Benefits of New Arrangements	One off costs £	Savings £
	<p>by utilising electronic single vehicle season tickets and not posting out actual copies.</p> <ul style="list-style-type: none"> • A single software package for the enforcement process that covers both Council areas. • Enhanced handheld computers / printers for all the parking attendants that use plain printer paper (remove need for controlled stationary), registration number scanners to identify vehicles with season tickets/paid by phone and have the functionality to remotely connect to back office systems in real time, removing the need to physically go into the office to download data and automatically issue enforcement notices compliant with the right act dependent upon location. • Removal of single person dependencies within the team to provide greater resilience for example for staff sickness and annual leave. 		
Finance			
<ul style="list-style-type: none"> • A single finance team. • Joint tenders for Banking Services, Insurance and Payroll Services to be carried out. • An extensive programme of finance process improvements. 	<ul style="list-style-type: none"> • Joint contracts for banking, insurance and payroll which will help standardise processes based on current best practice. • More paperless processes eg the ability to raise invoices, manage expense claims and receive payslips electronically. • More self-service - eg ability to manage changes to your own payroll personal information. • Increased resilience arising from the 2 teams working as one. For instance by combining the current small teams of officers this will better allow for cover when officers are not available. • Increased resilience through 	35,000	62,000

Key Features of Shared Service	Benefits of New Arrangements	One off costs £	Savings £
	<p>having a larger workload which will mean it is more cost effective to train staff to acquire new skills and knowledge that can be applied over two authorities rather than having to rely on external consultancy support.</p> <ul style="list-style-type: none"> Improved business continuity arrangements - as the proposal is to move towards location independent working which means that financial services could be provided from either site or remotely in the event of a business continuity incident. 		
Legal			
<ul style="list-style-type: none"> A single legal service serving both Chiltern and South Bucks Councils Increasing the funded establishment by 0.5 FTE lawyers in order to maintain and improve the quality of legal services. The implementation of an electronic case management and time-recording system (CMS). Provision of dedicated, full time business and administrative support to the single legal service. A flexible, self-funding legal resource to provide advice and support on major projects 	<ul style="list-style-type: none"> Additional capacity will ensure that legal services are timely, as well as meeting high professional standards and focussing on customer needs. It will also enable more services to be delivered in-house and reduce external legal spend. The introduction of a CMS will reduce reliance on paper and storage space, enable flexible and home working, build capacity by reducing administrative tasks undertaken by lawyers, improve cost allocation and provide detailed performance information. In addition a client charter and service level agreements will specify performance targets. Lawyers will have access to the most up to date on-line legal information and resources. A larger pool of lawyers enables the formation of discipline teams removing single person dependencies and creating greater resilience when staff are absent due to annual leave or sickness. 	42,740	26,890

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Key Features of Shared Service	Benefits of New Arrangements	One off costs £	Savings £
Community & Leisure			
<ul style="list-style-type: none"> A single joint service but with two teams focusing on a) wellbeing and leisure and b) community and partnerships 	<ul style="list-style-type: none"> Improved resilience. More focused service delivery. Capacity to review community and develop appropriate methods to help create capacity within communities. 	33,000	110,000
Planning Policy			
<ul style="list-style-type: none"> A single service under a single manager. 	<ul style="list-style-type: none"> Maintaining focus on each authorities priorities. Maintenance of local knowledge. Stronger voice on common issues within the region. Increased resilience. Reduced duplication of work. 	-	14,000