

<b>SUBJECT:</b>	<i>Joint Working- Phase 3 Stronger in Partnership</i>
<b>REPORT OF:</b>	<i>Leaders, Cllr Darby and Cllr Bagge</i>
<b>RESPONSIBLE OFFICER</b>	<i>Bob Smith, Acting Chief Executive</i>
<b>REPORT AUTHOR</b>	<i>Bob Smith, Acting Chief Executive</i>
<b>WARD/S AFFECTED</b>	<i>All</i>

## 1. Purpose of Report

To request Members' formal endorsement of the next phase of the joint working partnership.

## 2. RECOMMENDATION

It is recommended that the Joint Committee

- I. Endorse the development of an integrated programme of service transformation initiatives as detailed in this report.
- II. Request regular update reports on progress.
- III. Advise officers on how best to further engage Members in developing phase 3 proposals.

## 3. Reasons for Recommendations

To ensure the Joint Committee provide the necessary leadership and oversight of the next phase of the joint working partnership.

## 4. Current position

**4.1** As reported to the last meeting of this committee good progress continues to be made in delivering shared services across the two organisations and the realisation of the benefits as set out in the individual shared service business plans.

**4.2** To date, 16 service reviews have been completed with 3 more reviews to complete (Democratic and Electoral Services, Waste client and Planning development control/management). It is anticipated that all reviews will have completed by Autumn 2016. To date phase 1 and phase 2 of the shared working partnership have realised annual savings of £1.5 m, with more to come, whilst maintaining and enhancing service quality and improving service resilience.

**4.3** As we move towards the completion of phase 2 both Leaders have stated that, and as further set out in the joint business plan, over the next four years we will:

- I. Complete the shared service review programme
- II. Transfer all staff onto harmonised terms and conditions
- III. Commence an ambitious transformation programme using enhanced ICT facilities to increase efficiency, quality and resilience, rationalising assets to deliver cost savings and efficiencies.

- IV. All whilst retaining the corporate identities and sovereignty of the two Councils.

## **5. Phase 3- Stronger in Partnership**

**5.1** In terms of shaping phase 3 of the partnership the Councils need to be fully cognisant of a number of key drivers, opportunities and constraints, namely:

- I. Reduced public sector spending
- II. Increasing customer demands and expectations
- III. Opportunities provided by digital and other technological advances
- IV. Increasing complexity of customer needs and a requirement to better join up service delivery to meet that need (internally and outwith the Councils)
- V. Increasing imperative to focus on key customers key needs.

**5.2** Collectively, these are driving changes across the public sector and require:

- I. A greater focus on innovation and improvement
- II. Greater collaboration with partners, communities and customers
- III. Less command and control and more empowering and problem solving
- IV. More commercial / risk positive approach to service delivery
- V. More focus on income generation and entrepreneurial activity

**5.3** To fully meet these challenges the Councils now need to move to a more transformational stage. It will take the stated Member objectives and set out to deliver these through:

- I. Creating a single culture and identity for all staff based around being the delivery vehicle for services to the two sovereign councils
- II. Creating a workforce that works in different ways, is digitally agile, customer focussed and has a culture of continuous improvement.

To achieve our ambitions we will need to undertake a cultural change programme and put in place an Organisational Development (OD) strategy to ensure:

- I. The roles and responsibilities of staff in the organisation sit with required new ways of working
- II. Staff are developed and supported to have the right skills and competencies
- III. Managers are developed and supported in order to manage performance effectively in new working environments.
- IV. The culture of the organisation reflects the Councils' values and expectations on service delivery to our customers.

**5.4** Application of a comprehensive OD strategy is the key enabler and critical success factor if we are to successfully deliver phase 3. It will be essential to ensure all staff and Members 'buy in' to this process and are fully engaged in helping shape its development. We have demonstrated this approach, through our approach to bringing about change to date and we will need to build on this ethos in delivering phase 3. The view of the Committee would be particularly welcome on how best to engage Members in this work, both in terms of formal governance via the Joint Committee and JAIC, but also by other mechanisms.

**5.5** We will then be in a position over the next 3 years to deliver a programme of inter-related change projects which collectively will result in the transformation of our service delivery. This overall programme will evolve and develop as we move forward. The current programme is attached as Appendix 1. Its key elements will include:

- I. The completion of phase 2 and full benefit realisation from business plans
- II. Completion of the harmonisation of terms and conditions and related policies and procedures
- III. Developing customer insight around what they require and how they want to interact
- IV. Redesign service in light of (III) above, that delivers a 'my customer, my responsibility' outcome providing self-service where appropriate and manages demand where possible
- V. Improved public sector signposting and assistance, in particular, aiming for seamless pathways to/ from services provided by others e.g. County , Parishes, Voluntary Sector.
- VI. Changing the way we work in light of customer centric process reviews, implementing mobile and agile working where appropriate and ensuring our accommodation strategy meets our future working needs.

**5.6** In addition to the above changes the Councils will need to become more outward looking through further partnerships and collaboration for example:

- I. Work with other organisations to provide service delivery models that meet this multiple and/ or complex need of specific client groups
- II. Working in collaboration and sharing services with other organisations in particular in the light of any developments locally especially the Government's devolution agenda and any local proposals for combined Authorities et al.
- III. Explore alternative service delivery models including local authority companies.

**5.7** Finally, any transformation programme will need to help deliver the medium term financial strategies of both Councils and this will include:

- I. Having a clear asset management strategy covering both investment and operational assets
- II. Developing an Income Generation Strategy and Programme that reviews existing and considers new income streams to further reduce net expenditure
- III. Support and develop policies that enable appropriate economic growth resulting in local financial benefits
- IV. Maintenance of firm cost control.

## **6. Options**

**6.1** An alternative scenario of not driving through further transformational change would put at risk our future ability to meet changing customer demands and our ability to drive out further efficiencies and hence our ability to deliver both Councils' medium term financial plans and the joint business plan aspirations.

## **7. Corporate Implications**

There are no financial implications arising directly from this report. Individual projects and programmes will be brought forward for consideration including their relevant business cases.

Overall delivery of phase 3 will assist in the delivery of long term financial stability of both Councils.

**8. Links to Council Policy Objectives**

Delivery of this programme will support the delivery of the Councils joint business plan in the particular the delivery of cost effective customer service.

**9. Next Step**

A report appears elsewhere on this agenda regarding mobile working and if agreed this will form one of the early transformation projects to proceed to proof of business case. Work has also commenced on the development of an OD strategy, a draft of which will be presented to the next meeting of this committee.

<b>Background</b>	None
<b>Papers:</b>	