

## **BRECKLAND COUNCIL**

### **REPORT OF THE JOINT CHIEF EXECUTIVE OFFICER TO THE LOCAL JOINT CONSULTATIVE COMMITTEE: 6<sup>TH</sup> DECEMBER 2010, AND THE JOINT MEETING OF GENERAL PURPOSE COMMITTEE & OVERVIEW & SCRUTINY COMMISSION: 6<sup>TH</sup> DECEMBER 2010**

#### **SHARED MANAGEMENT PROJECT**

#### **1. Purpose of Report**

- 1.1 To advise members of the detail and progress of the formal consultation process on the creation of a shared management team for Breckland Council and South Holland District Council, and to set out the next steps in the process leading to a request for formal approval for the Shared management Structure by Full Council.

#### **2. Recommendations**

It is recommended that the Committee:

- 2.1 Approve the proposals for a shared management structure that will have been developed by the Project Team in the light of the formal consultation process ending 2<sup>nd</sup> December 2010.

#### **3. Information, Issues and Options**

##### **3.1 Background**

The Joint Chief Executive Officer for the two Councils set out a vision for a shared management structure to both Councils in July 2010. This vision included proposal for achieving significant reductions in overall management costs, and creating an environment where further savings might be achieved through the sharing of service commissioning, projects etc.

A joint project team, consisting of officers from both councils, and led by an independent interim manager, commenced the process of delivering proposals for a shared management structure in September 2010. The project teams reports to a Project Board, the membership of which includes the leaders of both Councils, two other senior members from each Council, along with the Joint Chief Executive Officer. The chairmen of the Overview and Scrutiny Commissions for both councils are also invited to attend project board meetings as observers. Directors of the two Councils also attend Project Board meetings where appropriate, with due consideration to the fact that they are also consultees in the process as potentially affected staff members.

Details of the objectives and structure of the project are included in the attached Terms of Reference for the Project Team. (Appendix A).

##### **3.2 Issues**

- 3.2.1 Each of the two Councils has identified the cohort of its officers that it considers to be part of its management team, and therefore within the scope of the project.

- 3.2.2 The creation of a shared management structure as a means of achieving efficiencies inevitably requires a reduction in the overall number of managers across the two authorities. This being the case, the project has included both an informal consultation process and a subsequent formal; 30 day consultation period for staff whose posts have been identified and being within the scope of the project. Potentially affected staff have been consulted upon a range of issues including the

posts within the scope of the project, the process for merging the management teams of the two councils, draft job descriptions, the organisation of services, and potential joint management structures. A copy of the consultation document issued to all staff whose posts are within the scope of the project can be found in appendix B, along with an additional structural form (appendix C) that was developed and added to the consultation process on receipt of feedback from relevant manager, and consideration by the Project Board.

- 3.2.2 On completion of the formal consultation process the Project Team will formulate draft proposals for Shared Management to the Project Board for informal approval. If approved, these will then be put to the LJCC meeting on 6<sup>th</sup> December 2010 and the joint meeting of General Purpose Committee and Overview & Scrutiny Commission 6<sup>th</sup> December 2010, with a view to proceeding to the formal meeting of the project Board on 7<sup>th</sup> December 2010, and subsequently the meetings of both Councils in mid December 2010 for final endorsement.
- 3.3.3 The report to the Councils will also include the heads of Terms for a memorandum of Agreement between the two Councils, setting out how the governance and financial arrangements for shared management will operate.
- 3.3.4 Once the shared management process is complete, if approved, the new joint management team will then be tasked with designing and leading change within their teams in order to maximise the benefits of shared working through all parts of both organisations.

#### **4. Risk and Financial Implications**

##### **4.1 Risk**

- 4.1.1 A detailed project risk register has been formulated for the project, and this sets out a range of risks and control measures which the Project Team and Project Board have attended to throughout the duration of the project.

##### **4.2 Financial**

- 4.2.1 The report to be put to the Councils of both authorities will include a full financial assessment of the shared management proposals.

#### **5. Legal Implications**

- 5.1 The report to be put to the Councils of both authorities will include a legal assessment of the shared management proposals.

#### **6. Other Implications [*Insert statement or confirm 'none' as appropriate at each sub-paragraph*]**

- a) Equalities: An equalities impact assessment of the project has been compiled, and is included as appendix D
- b) Section 17, Crime & Disorder Act 1998: None
- c) Section 40, Natural Environment & Rural Communities Act 2006: None
- d) Human Resources: The Project includes significant HR components, and thus the project team includes a suitably qualified HR practitioner.
- e) Human Rights: None

f) Other: [e.g. Children's Act 2004] None

**7. Alignment to Council Priorities**

7.1 Entrepreneurial Council – Ensure the Council manages its resources well and delivers value for money

**8. Ward/Community Affected**

8.1 None

Background Papers

None

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Key Decision Status (Executive Decisions only):

[Non-Key decision and it is on the Forward Plan]

Appendices attached to this report:

Appendix A - Terms of Reference

Appendix B – Consultation Document

Appendix C - Structural Form

Appendix D - Equalities Impact Assessment