

# Council

## A Joint Performance Service A Joint JMT (Joint Management Team) Support Service

16 May 2012

### Report of Director of Resources and Head of Transformation

#### PURPOSE OF REPORT

To propose that the principle of sharing performance, information management and consultation services with South Northamptonshire Council and the principle of a joint Joint Management Team (JMT) support service be adopted as part of the Cherwell District Council policy framework.

This report is public

#### Recommendations

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Council is recommended to:

- (1) Adopt the principle of establishing a shared Performance Management team and JMT support team with South Northamptonshire Council as part of the Council's policy framework.

#### Executive Summary

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##### Introduction

- 1.1 In November 2011 Joint Arrangement Steering Committee (JASG) asked for work to be done to identify potential areas for joint working and associated savings within the Resources Directorate.
- 1.2 At the March 2012 JASG meeting proposals for joint working business cases for performance management and JMT support were considered and endorsed for further development.

##### Proposals

- 1.3 The options associated with both business cases were reviewed by JASG and they have endorsed the continued development of the cases through the consultation and democratic decision making process.

## **Performance Business Case**

- 1.4 This business case seeks to bring the two separate teams that currently report into the shared Performance Manager into one team. The proposal highlights that this will bring greater resilience, will enable best practice to be employed across both councils and will make the team more effective and efficient. There is also an estimated cost reduction of approximately £25,000 attributable to the new arrangements.

## **JMT Support Arrangements Business Case**

- 1.5 The purpose of this business case is to ensure that appropriate and dedicated support is available for the JMT to ensure that they can carry out their duties and responsibilities as effectively as possible. Currently, interim arrangements are in place to support the team but permanent arrangements are required to provide this support going forward and this business case seeks to deliver this. The support arrangements contained within the draft business case can be met within existing budgets and will provide a dedicated, permanent resource that will enable the team to operate as effectively as possible.

## **Current Status of Business Cases**

- 1.6 Both business cases have been endorsed by JASG and at the time of drafting this report the Performance business case has completed the staff consultation phase and consideration is being given to the comments received. The JMT support arrangements business case is still in the staff consultation phase.
- 1.7 The cases outline clear benefits to be gained from the proposed shared services by both organisations in terms of increased resilience, consistent policies and procedures, best practice across the two authorities, efficiency and effectiveness.

## **Addition to the Policy Framework**

- 1.8 Prior to consideration by the Joint Arrangements Steering Group both business cases were endorsed by the Joint Management Team. By putting the business cases on the policy framework, the final business cases can be approved by Executive and Personnel Committee without having to return to full Council.
- 1.9 Both business cases will be subject to the following democratic decision making process:

- Staff consultation and engagement with unions
- Consideration at Scrutiny Committee (if deemed appropriate by relevant chairman)
- Consideration at Personnel Committee
- Consideration at Executive

- 1.10 Every business case that has been considered since the Joint Management Team proposals have been implemented have been put onto the policy framework in the way proposed in this report and the rationale for putting these business cases on the policy framework in this way is to avoid full council having to pore over the operation detail of each business case as it comes forward given the considerable democratic engagement that will take place as part of the approval process as detailed above.

### **Conclusion**

- 1.11 The preparation of both business cases indicates that sharing performance management and JMT support functions offer potential financial, efficiency and resilience benefits to Cherwell District Council.
- 1.12 That the principle of establishing a shared performance management function and shared JMT support be included within the policy framework of Cherwell District Council.

### **Key Issues for Consideration/Reasons for Decision and Options**

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- 2.1 The Shared Management Team business case requires 20% savings to be made through further shared working between the two councils and also encourages joint working to support organisational resilience, increased efficiency and the sharing of good practice. Without joint working opportunities being developed and implemented the original business case objectives will not be met and the savings targets for 2012/13 will be harder to achieve.
- 2.2 Cherwell District Council is already well-placed to take advantage of future opportunities but through sharing, gains additional financial benefits from reviewing information system requirements and business processes and increasing organisational resilience and capacity. By having joint performance management systems and shared JMT support the senior management capacity will be more fully supported and there is the potential to generate further savings through licence savings and standardised reports.
- 2.3 The following options have been identified. The approach in the recommendations is believed to be the best way forward.

**Option One**                      Adopt the principle of establishing a shared Performance Management team and JMT support team with South Northamptonshire Council as part of the Council's policy framework.

**Option Two**                      Do not adopt the principle of sharing Performance or JMT functions across the two councils. This is not recommended for the reasons set out in 2.1 above.

## Consultations

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<b>Joint Management Team</b>	Every member of Joint Management Team was consulted as part of the business case development
<b>Joint Arrangements Steering Group(JASG)</b>	This group considered the options presented as part of the business case development
<b>Affected Resources directorate staff and staff representatives</b>	All staff in scope are being consulted on the shared service functions proposed.

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### Implications

**Financial:** There are clear financial benefits to Cherwell District Council from implementing a number of shared functions. These savings are subject to agreeing cost allocations. Any redundancy costs can be met from the change revenue reserve.

Comments checked by Martin Henry, Director of Resources, Tel: 0300 0030102.

**Legal:** The section 113 agreement between the Councils enables shared services to be established. Adoption of the principle of such a shared service as part of the policy framework enables the final business case to be considered and approved by the Executive.

Comments checked by Kevin Lane, Head of Law and Governance. Tel: 0300 0030107.

**Risk Management:** There is risk associated with this proposal. There is a small risk of service disruption during the period of establishing the shared functions but with a detailed project plan and risk register these risks can be mitigated.

Comments checked by Claire Taylor, Corporate Performance Manager, Tel: 0300 0030113.

**HR implications:** Moving to shared functions has some relatively significant HR issues including redundancy and changes to substantive job descriptions. However, a joint organisational change policy is in place and will be followed to implement the staffing changes associated with the creation of the shared functions. Provided the business case remains sound and the organisational change policy is strictly adhered to this should not present significant risk to the council.

There will be a level of disruption associated with change

but this will be mitigated by clear project planning and communication.

Comments checked by Stephanie Rew, HR Manager,  
Tel: 01295 227984.

### **Wards Affected**

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All

### **Document Information**

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<b>Appendix No</b>	<b>Title</b>
None	
<b>Background Papers</b>	
Reports to JASG - 7 March 2012 – proposed business case for Performance Management and JMT support	
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