

APPENDIX 5

To:	3C Management Board, 3C CEX Board, 3C Joint Advisory Group
Date of meeting:	18 December 2017
Author:	Brian O’Sullivan – Shared Services Programme Manager
Purpose:	To review the governance arrangements for shared services
Recommendations:	<p>That the boards agree to new streamlined Shared Services governance arrangements :</p> <ol style="list-style-type: none"> 1. The role of the Member Steering Groups 2. The role, draft outcomes and key objectives of the Management Board 3. The revised role of Combined Joint Leaders & CEX Group 4. Proposal for the public element of the former Joint Advisory Group to be ended 5. The revised meeting schedule

1.0 Executive Summary

1.1 The current governance arrangements for shared services boards need to be reviewed to ensure that:

- Decisions are being made and problems are being solved at the most appropriate level
- The relevant boards are able to focus on the performance, strategic direction and corporate issues relating to shared services, including considering proposals for future phases
- Accountability for service delivery is set at an appropriate level and is as transparent and open as possible
- The governance of the programme (prior to and post implementation of any shared service) is as efficient as possible, with unnecessary board meetings avoided
- Benefits and opportunities presented by Shared Services are identified and maximised across all partners. There is consistency in both leadership and direction across the shared services
- Reduce the overall bureaucracy of the management of shared services.
- Governance reflects that the current 3C’s Shared Services have now moved from “set-up” phase to “business-as-usual” operations and performance management
- Ensure Members are fully engaged in operational performance and issues through the introduction of Member Steering Groups
- Members and CEX’s are fully involved in the shaping and formation of new Shared Service initiatives

1.2 The Chief Executives are keen to formalise the role of the Members and Directors in driving forward the agreed shared services, which this review will facilitate.

2.0 Member Steering Groups Proposal

The Greater Cambridge Waste Service has operated under a Member Board since inception, ensuring that relevant Member leads can build relationships, directly influence the development of service policy, and oversee and understand performance of the Service. This model has been adopted by the Greater Cambridge Planning Service. It is proposed that this model is now adopted for all 3C and 2C Shared Services.

2.1 Roles and Responsibilities

- Overseeing the performance of the individual services by receiving from the Heads of Service:
 - Quarterly Performance Reports
 - Draft Yearly Business Plans & Reports for individual services for agreement
- Agree and approve reports (including quarterly performance reports) for direct submission to relevant Partner committees and processes
- Champion shared services at member level
- To provide an operational management steer for the development of services
- To provide exception reports and updates as required to the Management Board on operational priorities, performance, finance, risks and issues
 - The Head of Service (or equivalent senior manager) for the shared service at the Employing Authority is operationally accountable to the Member Board.

2.2 Member Steering Groups Structure

It is proposed that the groups will consist of relevant Portfolio Holders / Executive Councillor, heads of service and director/directors of partner councils and meet on a quarterly basis. The groups will be updated on service progress, key issues and risks as well as providing input into the overall service.

It is proposed to have in place a number of Member Steering Groups to reflect the complexity, profile and development stages of the various shared services. These will consist of:

- Shared Planning Member Steering Group (already in place) – to include Building Control Shared Service.
- Shared Waste Member Steering Group (already in place)
- Shared ICT Member Steering Group
- Shared Corporate Services Steering Group. Alternatively, instead of forming a Member Board, it is proposed that “Corporate Services” comprising Legal, Shared Internal Audit, CCTV, Payroll, Home Improvement Agency etc. remains within the direct oversight of the 3C Directors Management Board.

3.0 Management Board Proposal

- 3.1** In order to meet the needs described above, it is suggested that the Management Board is continued with revised responsibilities, comprising of the three Directors involved most heavily in Shared Services (FB, OM, MH) and Head of 3C ICT (PS) with shared service heads and any other directors that need to be involved, being invited to attend as needed.
- 3.2** This Management Boards would meet quarterly with heads of services and other directors attending as required.
- 3.3** The key outcomes and objectives are outlined in draft below:

3.4 Desired Outcomes:

- Managing exceptions, problem solving and escalation route for cross-cutting shared services issues that may impact on all Shared Services. e.g. on procurement or conflict with the Shared Service Partnership Agreement.
- A clear performance management framework (PMF) is developed and implemented to support the ongoing management of shared services. This will see “business-as-usual” performance reports submitted directly into Partners’ corporate PMF processes without further sign-off from CEX or Leaders. This will align current Shared Services with all the other services across each Council.
- Reporting on an exception basis only to the Joint Advisory and CEX GROUP, where there are corporate or cross-cutting issues that cannot be otherwise resolved
- The Management Board oversees the production of and approves draft reports/papers prior to circulation to the Combined Joint Leaders & CEX Group and committees as needed.
- The Combined Joint Advisory and CEX Group receives more strategic level papers and reports that have been approved by the Management Board and are therefore in a more finalised state, with clear recommendations presented from the Management Board.
- The Management Board commit to provide an Annual Report (June) and yearly Business Plans (Jan) to the Combined Joint Leaders & CEX Group and committees.
- Ensure opportunities are maximised across all Shared Service activity, and not narrowly focussed on individual functions. To support alignment with the wider devolution and Public Sector Reform agendas.
- To ensure Boards have enough time to properly consider items and amend where necessary before they are issued.

3.5 Key Tasks/ Objectives:

- To provide strong leadership across the shared services, ensuring alignment with the corporate priorities and frameworks
- To be accountable for consistency in the approach and delivery of all shared services (list – Building Control, Legal, ICT, Planning, Waste, CCTV, Internal Audit, Home Improvement Agency, Housing Development Agency, Payroll, FMS)
- To oversee production of initial and full business cases of any proposed shared services
- To align performance, finance, risk and other “enabling” processes across the 3 Partner Councils in support of Shared Services.
- To deal with issues and risks, implementing solutions as needed. To refer to the Combined Joint Advisory and CEX Group on an exception basis (within agreed parameters) where the risk or issue requires their attention
- Similarly, to resolve operational conflict that has been escalated by the Head of Service or manager, only referring to the Combined Joint Advisory and CEX Group as needed
- To develop and implement a robust Shared Service Performance Management Framework and then oversee adoption of that PMF across all Shared Services.
- To produce aligned communications and messages concerning Shared Service performance and risks.
- To quarterly produce regular monthly Management Board reports from meetings, with key actions being captured and circulated

- To ensure that all Shared Service activity is properly aligned, both across functions (member steering groups), but also with constituent organisation priorities, and brings issues to the Combined Joint Advisory and CEX Group attention where issues or opportunities present.

4.0 Combined Joint Leaders & CEX Group

The Combined Joint Leaders & CEX Group shall comprise of the Leader and CEx of each council (or a nominated representative). The Management Board will report in the Combined Joint Leaders & CEX Group.

4.1 Roles and Responsibilities

- Overseeing the work of the shared services by receiving from the Management Board:
 - An Annual Report on shared services
 - Agreeing the framework for the production of Annual Business Plans for individual Shared Services.
- Agree and approve relevant reports for submission to relevant committees
- Champion shared services at member level
- To provide a strategic steer in the development of new and developing shared services
- Own the principles forming the overarching “Partnership Agreement” relationships between the 3 Councils
- Consider any significant changes to the shared services and/or partnership agreement and may make a recommendation to the partners to inform their decisions on such issues
- For clarity, the Joint Leaders & CEx Group is not a formal decision-making body. All decision-making remains with the Partner Councils as per their constitutions.

The Joint Leaders & CEx Group will meet at least twice each year to receive and review the Shared Services Annual Report (June) and review the Business Planning framework (February). Other meetings will be convened as business requires, particularly during the development of new Shared Services.

It was the original intention for the former Joint Advisory Group meetings to be held in public. Since all decision-making remains within the governance arrangements of each individual Partner Council, all Shared Service decisions, performance and scrutiny are already in the public domain. The recommendation is therefore that future Joint Leaders & CEx Group meetings will not be required to meet in public unless the Leaders so agree.. The reports that at a minimum will go to committees of each of the Partner Councils are:

Annual Report – June/July

CCC – Strategy and Resources Committee
 HDC – Cabinet
 SCDC – Cabinet & Scrutiny

Yearly Business Plans – Feb/March

CCC – Strategy and Resources Committee
 – Environment Scrutiny Committee (Building Control and Planning only)
 HDC – Cabinet
 SCDC – To relevant Portfolio Holder meeting

4.2 Proposed Revised Meeting Schedule

	Member Steering Group	Management Board	Combined Joint Advisory and CEX Group		
Dates	High-level Agenda	High-level Agenda	High-level Agenda	Output	Committee Dates
May	<ul style="list-style-type: none"> - Q4 Service and Budget Performance - Individual Service Highlight Reports - Operational issues and risks 	<ul style="list-style-type: none"> - Annual Report - Q4 Service and Budget Performance - Individual Service Highlight Reports - Issues and Risks - Strategic review 	<ul style="list-style-type: none"> - Annual Report - Q4 Service and Budget Performance summary - Key Issues and Risks - Strategic direction 	Annual Report	June/July
Aug	<ul style="list-style-type: none"> - Q1 Service and Budget Performance - Individual Service Highlight Reports - Operational issues and risks 	<ul style="list-style-type: none"> - Q1 Service and Budget Performance - Individual Service Highlight Reports - Issues and Risks - Strategic review - Joint development of funding bids for constituent authorities. 			
Oct	<ul style="list-style-type: none"> - Draft Yearly Business Plan - Q2 Service and Budget Performance - Individual Service Highlight Reports - Operational issues and risks 	<ul style="list-style-type: none"> - Yearly Business Plan - Q2 Service and Budget Performance - Individual Service Highlight Reports - Issues and Risks - Strategic review 	<ul style="list-style-type: none"> - Yearly Business Plans - Q2 Service and Budget Performance summary - Key Issues and Risks - Strategic direction 	Yearly Business Plan	Feb/March
Jan	<ul style="list-style-type: none"> - Q3 Service and Budget Performance - Individual Service Highlight Reports - Operational issues and risks 	<ul style="list-style-type: none"> - Q3 Service and Budget Performance - Individual Service Highlight Reports - Issues and Risks - Strategic review 			

5.0 Proposed Revised Board Structures

SHARED SERVICES COMBINED JOINT ADVISORY AND CEX GROUP

Board	3C SHARED SERVICES	GREATER CAMBRIDGE SHARED SERVICES
Services	ICT Building Control Legal CCTV	Planning Waste Audit Payroll
Membership	Leaders or Representative x 3 CEX x 3 Directors x 3 Programme Manager x 1	Leaders or Representative x 2 CEX x 2 Directors x 2 Programme Manager x 1
Meeting Cycle	6 Monthly	6 Monthly

SHARED SERVICES MANAGEMENT BOARDS

Board	3C SHARED SERVICES	GREATER CAMBRIDGE SHARED SERVICES
Services	ICT Building Control Legal CCTV	Planning Waste Audit Payroll
Membership	Mike Hill – SCDC Director Fiona Bryant – CCC Director Oliver Morley – HDC Director Paul Sumpter – Head of 3C ICT Brian O’Sullivan – Programme Manager	Mike Hill – SCDC Director Fiona Bryant – CCC Director Paul Sumpter – Head of 3C ICT Brian O’Sullivan – Programme Manager
Meeting Cycle	Quarterly	Quarterly

SHARED SERVICES MEMBERS STEERING GROUPS

Board	SHARED WASTE	SHARED PLANNING	SHARED ICT	SHARED CORPORATE SERVICES
Services	Waste	Planning	ICT	Audit/CCTV/Legal/Payroll
Membership	Portfolio Holders x 2 Directors x 2 Head of Waste	Portfolio Holders x 2 Director x 1 Head of Implementation	Portfolio Holders x 3 Directors x 3? Head of ICT	Portfolio Holders x 3 Director x 1 Heads of Service
Lead	Mike Hill	Stephen Kelly	Oliver Morley	Fiona Bryant
Meeting Cycle	Quarterly	Monthly	Quarterly	Quarterly

Diagram depicting future governance arrangements:

