

Haringey Council

Agenda item:

[No.]

Corporate Committee

On 21<sup>st</sup> July 2011

Report Title. Shared Services Preferred Partnership with London Borough of Waltham Forest - Update Report

Report of Chief Executive

Signed :

Contact Officer : Tim Dauncey Interim Director of Special Projects

Wards(s) affected: [All / Some (Specify)]

Report for: [Key / Non-Key Decision]

**1. Purpose of the report (That is, the decision required)**

1.1. The purpose of this report is to update Corporate Committee on the development and implementation of the Shared Services Preferred Partnership with the London Borough of Waltham Forest. A Memorandum of Understanding (MOU) attached at Appendix A was agreed between the 2 boroughs in December 2010 and significant work has been undertaken during the last 6 months .

**2. Introduction by Cabinet Member (if necessary)**

2.1. [click here to type]

**3. State link(s) with Council Plan Priorities and actions and /or other Strategies:**

3.1. The shared services partnership between London Boroughs of Waltham Forest (LBWF) and Haringey (LBH) provides another tool to help us deliver customer

focused, cost effective services that are responsive to people's needs , producing increased satisfaction reflected in a high performing organisation that delivers value for money.

#### 4. Recommendations

4.1. Corporate Committee are asked to consider the report and note the progress to date in the development and implementation of the shared service partnership.

#### 5. Reason for recommendation(s)

5.1. The report provides a detailed report on the progress of the Shared Service preferred partnership with Waltham Forest since the signing of the MOU to provide information for members of the Corporate Committee.

#### 6. Other options considered

6.1. None

#### 7. Summary

##### 7.1 Background

7.1.1 The MOU sets out the principles and framework for agreeing and implementing shared services where it makes business sense. Through sharing, both boroughs aim to improve the service offer to residents, create service resilience, achieve better value for money, make cost savings and improve career prospects for staff.

7.1.2 To underpin the commitment to improving services for residents and delivering value for money, the Boroughs have agreed to share the following values when developing and delivering shared services:

- **Innovation:** seeking innovative and imaginative solutions to improve service delivery and create resilience.
- **Challenge:** being open to challenge from each other – as well as by regional and national bodies.
- **Best practice:** utilising best, and “next/future practice” approaches to procurement.
- **Best fit:** adopting a “best fit” approach to seeking solutions.
- **Partnership:** developing positive and effective partnership working across the partner bodies.
- **Accountability:** achieved through delivery of agreed outcomes within a sound governance framework.
- **Transparency:** making open and clear decisions and demonstrating the

improvements and savings made from shared services to residents and scrutiny bodies within each Council.

- **Information sharing:** sharing information and seeking to keep each other informed whilst respecting legal obligations of confidentiality and data protection.

7.1.3 Joint meetings of the Leaders of each Council, Chief Executives, programme offices, senior management teams, wider management teams and project groups have taken place since the MOU was signed. These have established each borough's starting point, identified the challenges and potential ways of progressing shared arrangements.

7.1.4 Shared services has been identified as the key to making further and more substantial savings in the future. Shared services is also a way of delivering other savings commitments by securing a better service than either authority could maintain individually following the level of reductions both councils are making over the next 2 years.

## **7.2 Shared Service Criteria**

7.2.1 As well as sharing a common set of values, both Boroughs have agreed a set of criteria that each service is assessed against as part of the process to evaluate potential opportunities. These criteria help to determine whether a shared service is suitable and the criteria used are as follows:

- Strategic Fit
- Political alignment
- IT Compatibility
- Business Processes
- Staffing Arrangements
- Service Standards
- Cost Sharing/VFM
- Risk
- Organisational Issues
- Delivery Timescales
- Ease of Implementation

## **7.3 Opportunities identified for Sharing**

7.3.1 The original MOU identified a number of possible opportunities for sharing services and these are listed below. In addition new opportunities have been identified and included in the programme. These have been assessed against the criteria above and progress on each of these opportunities is detailed in Appendix B (attached).

- Economic Development
- Human Resources Shared Service Centre
- OD& Learning

- Audit and Insurance Services
- Contact Centre
- Planning and Building Control back office
- Building Cleaning
- Regulatory Services (including Trading Standards)
- One SAP solution
- Policy and Performance
- Communications
- Electoral Services
- School Meals
- Legal Services

#### **7.4 Other Shared Services Activities**

7.4.1 Both Haringey and Waltham Forest are members of the North London Strategic Alliance (NLSA) who have developed a program for collaborative working between all the boroughs (including Barnet, Camden, Enfield, Hackney and Islington). The work of this group has focused primarily on a joint procurement programme for a number of key services including construction, passenger transport, fostering and adoption etc.

#### **7.5 Enabling Activities**

7.5.1 Although the focus of work has rightly been to identify and evaluate opportunities for sharing services, it was clear both councils needed to enable the process of sharing services to proceed in a consistent and structured framework. This requires a 'joined up' approach to be taken on a number of important activities and work is underway to implement a framework including the following activities :

- Consistent messages to staff and stakeholders.
- Requirements for co location, accommodation reviewed jointly by facilities management.
- Both Finance services agreeing a benefits sharing realisation framework.
- Sharing of staff, employment issues, contracts, job descriptions, possible TOPE arrangements and general HR advice and support.
- Creating Service Level Agreements (SLA) for potential shared services, and developing the contractual agreements for managing the individual partnerships for sharing costs, specifications, length of contractual arrangements and ability to terminate arrangements if required.

- Joint programme team to ensure consistent approach to programme management.

## **7.6 Capital Ambition Funding**

7.6.1 The Preferred Partnership achieved external endorsement in April 2011 through a successful bid for Capital Ambition funding. The programme was awarded £350k in 2011/12 and, subject to satisfactory progress, an additional £400k in 2012/13. This is a substantial award and should provide the necessary resources to move the programme on at pace

## **7.7 Corporate Committee Specific Issues**

7.7.1 A series of employment issues are being addressed and these include:

- Establishing a protocol for Member appointments & officer appointments.
- Reviewing the two respective recruitment processes.
- Aligning change process so reorganisations across boroughs are comparable.
- Managing ring fences.
- Determining methods and levels of assessment (as JD's may be different).
- Cross borough redeployment
- Managing cross borough consultations and comments arising from these.
- Standard approach to job roles, grading, competencies.
- Management spans of control/structures.
- Finalising a standard agreement for secondments.
- Developing and agreeing an employer agreement covering:
  - Liability
  - Handling feedback
  - Appraisal process
  - Formal procedures
  - Ending employment on one or both partners
  - Employment terms & conditions

7.7.2 Work is being undertaken with each of these areas. A small team of staff from both boroughs has been formed to provide the employment protocol, including the issues listed above. In the longer term the boroughs may wish to consider the establishment of a dedicated vehicle to facilitate the employment of staff and provision of services.

## **8. Chief Financial Officer Comments**

8.1 The scale of continuing the financial challenge facing the Council in light of the 2010 Spending Review and the associated local government financial settlement is

very significant. It is vital; therefore, that the Council identifies sufficient savings in future years to ensure core services can continue to be delivered.

8.2 The proposed partnership arrangement with Waltham Forest Council will deliver a meaningful contribution to our savings target in the medium term. Where appropriate savings arising from the projects identified in this report are being captured in the Medium Term Financial Strategy.

#### **9. Head of Legal Services Comments**

9.1. There are numerous statutory powers which allow local authorities to engage in shared services and make arrangements to facilitate shared services. These include the well being powers contained in section 2 of the Local Government Act 2000, powers to arrange for other local authorities to carry out functions contained in the Local Government Acts 1972 and 2000 and the power to supply goods and services to other public bodies (including other local authorities) contained in the Local Authority (Goods & Services) Act 1970. Specific legal advice will need to be obtained in respect of individual proposals.

#### **10. Equalities & Community Cohesion Comments**

10.1. Any services identified for a shared service implementation would need to be subject to an Equalities Impact Analysis

#### **11. Use of appendices /Tables and photographs**

- 11.1. Appendix 1 Memorandum of Understanding
- 11.2. Appendix 2 Shared Services Progress Report

#### **12. Local Government (Access to Information) Act 1985**

12.1. Report to cabinet 21/12/2010 – Agreement of Memorandum, of Understanding between the London Borough of Waltham Forest and Haringey to set up a shared services strategy

## Appendix 1

### Memorandum of Understanding

#### **LONDON BOROUGHS OF HARINGEY AND WALTHAM FOREST MEMORANDUM OF UNDERSTANDING: SHARED SERVICES**

#### **1 SCOPE AND STATUS**

- 1.1 This memorandum of understanding (MOU) is between the London Boroughs of Waltham Forest and Haringey (the Boroughs) setting out:
  - 1.1.1 A shared commitment to be each other's preferred partner for all shared services opportunities;
  - 1.1.2 The principles and objectives in sharing services;
  - 1.1.3 The framework and governance for developing proposals; and
  - 1.1.4 Initial agreement on the first service areas to be considered for a joint service.
- 1.2 The MOU further sets out the current understanding of the Boroughs' roles and responsibilities and the relationship of this agreement to other shared service opportunities.
- 1.3 This document is not intended by either party to be legally binding in any way nor does it represent a complete summary of the Boroughs' aims and proposals.

#### **2 BACKGROUND**

- 2.1 The Boroughs are neighbouring unitary local authorities in North East London with identical statutory duties and powers within their respective geographical areas.
- 2.2 The Boroughs have both explored and continue to explore shared service opportunities with a range of partner authorities and bodies, including but not limited to East London Solutions and the North London Strategic Alliance. In a number of service areas, both Boroughs are already working successfully with other partners and, subject to this agreement, will continue to do so.
- 2.3 The Boroughs, however, both recognise they will be required to make substantial budget savings in the foreseeable future but also share a common priority of improving and focussing services on the needs of residents.
- 2.4 To this end, the Boroughs agree that joint and shared services are the practical means to create resilient and improved services for residents within the joint area whilst delivering financial savings.

### 3 AIMS AND PRINCIPLES OF JOINT WORKING

#### 3.1 Overall vision

3.1.1 The Boroughs core aims are to share services to deliver:

3.1.1.1 Improved and resilient services in both areas focussed on and responding to the needs of residents, *and*

3.1.1.2 Value for money and financial savings.

3.1.2 The Boroughs' approach to all shared service opportunities will be pragmatic and flexible in meeting these aims. There will be no preferred delivery vehicle for joint working.

#### 3.2 Principles of joint working

3.2.1 The Boroughs will be each other's preferred partner for all shared services opportunities. Where a service or function is assessed by either borough as appropriate for a shared service, that borough will seek first agreement with the other borough under the terms of this MOU.

3.2.2 If either Borough is not ready or able to share services or has an existing partner, each Borough is able to seek other partners.

3.2.3 Where one of the Boroughs seeks other partners for shared services opportunities, any arrangement or agreement reached should allow for the other Borough to join that arrangement at a future date.

3.2.4 For services and functions where there are no current proposals for shared services, the Boroughs will pro-actively work towards aligning those services (e.g. structures, scope, procurement cycles, business processes, IT) to make future sharing opportunities viable and to enable "soft" sharing of skills, knowledge and resources.

#### 3.3 Values

3.3.1 To underpin the commitment to improving services for residents and delivering value for money, the Boroughs will share the following values when developing and delivering shared services:

- **Innovation:** seeking innovative and imaginative solutions to improve service delivery and create resilience
- **Challenge:** being open to challenge from each other – as well as by regional and national bodies



- **Best practice:** utilising best, and “next/future practice” approaches to procurement
- **Best fit:** adopting a “best fit” approach to seeking solutions
- **Partnership:** developing positive and effective partnership working across the partner bodies
- **Accountability:** achieved through delivery of agreed outcomes within a sound governance framework
- **Transparency:** making open and clear decisions and demonstrating the improvements and savings made from shared services to residents and scrutiny bodies within each Council
- **Information sharing:** sharing information and seeking to keep each other informed whilst respecting legal obligations of confidentiality and data protection.

3.3.2 These values apply equally after a shared service agreement is implemented to ensure that there is continuous improvement of services and value for money.

#### 4 **FRAMEWORK FOR JOINT WORKING**

- 4.1 The Boroughs will develop a framework to progress each shared service opportunity with the intention of creating a model agreement for sharing services to allow for the quick implementation of identified shared services opportunities.
- 4.2 The initial shared service opportunities are set out in **Schedule 1** and they will be tested against the Compatibility Analysis.
- 4.3 Services passing that gateway will be progressed in accordance with the Implementation and Engagement process at **Schedule 2**.
- 4.4 For all services not currently subject to shared services projects, will aim to align all aspects of service provision to facilitate future joint working in accordance with 3.2.4.

#### 5 **GOVERNANCE ARRANGEMENTS / LEGAL POWERS**

- 5.1 The initial corporate governance structure is set out at **Schedule 3**.
- 5.2 For the avoidance of doubt, it is not proposed at this stage that any of the bodies set out in Schedule 4 (the Governance Bodies) have any delegated powers on behalf of either or both of the Boroughs nor do they constitute any form of committee of the executive of either borough or a committee or sub-committee of either borough under the Local Government Act 1972. Consequently, the legal framework relating to executive arrangements and/or committee meetings including but not limited to access to information and political balance do not apply to these meetings.

- 5.3 Governance Bodies' meetings will be subject to the provisions of the Freedom of Information Act 2000, Environmental Information Regulations 2005 and any other applicable information legislation or regulations.
- 5.4 Requests for information and management of responses will be dealt with under a Protocol to be agreed in accordance with **Schedule 4**.
- 5.5 The boroughs shall be mindful of the need not to prematurely disclose documents or decisions relating to meetings of the Governance Bodies' ahead of formal decision or ahead of any agreement by the relevant body to circulate the information more widely.
- 5.6 The Boroughs have a range of powers to enter into joint arrangements for the delivery of services including but not limited to sections 2, 19 and 20 of the Local Government Act 2000 (and regulations made there under), sections 101 and 111 of the Local Government Act 1972 as well as specific powers in relation to joint provision of specific service areas. Both authorities are also subject to a duty to achieve best value in the discharge of their functions under section 3 of the Local Government Act 1999.
- 5.7 It is worth noting also that the current Government will propose a "general power of competence" in the Localism Bill to be published in November 2010, which subject to its passage, commencement and any statutory restrictions on the power is likely to support shared service arrangements.
- 5.8 The Boroughs agree that:
  - 5.8.1 All decisions will be made in accordance with their existing Constitutional requirements, executive arrangements and schemes of delegation and will be subject to their scrutiny arrangements.
  - 5.8.2 Each shared service will:
    - 5.8.2.1 Be subject to a legal agreement between the Boroughs;
    - 5.8.2.2 Have the necessary legal powers to discharge the functions delegated to it;
    - 5.8.2.3 Be provided through an appropriate delivery vehicle determined on a case by case basis;
    - 5.8.2.4 Have proportionate governance arrangements to ensure the proper discharge of those services;
    - 5.8.2.5 Be subject to scrutiny arrangements in each borough;
    - 5.8.2.6 Ensure compliance with all applicable laws and regulations;

5.8.2.7 Where necessary, data sharing agreements will be agreed and implemented; and

5.8.2.8 Clear financial agreements will be made on apportionment of costs and benefits on a case by case basis.

## **6 PERFORMANCE MANAGEMENT**

6.1 An appropriate performance management framework will be put in place and approved by the governance structure to cover:

6.1.1 The partnership itself;

6.1.2 Projects delivering shared service configurations; and

6.1.3 Subsequent operational performance of established shared services.

## **7 FUNDING**

7.1 The Boroughs agree:

7.1.1 The costs of the Governance arrangements, including the Board and the Joint Programme Team will be shared equally by the Boroughs;

7.1.2 The costs of programme activities from compatibility analysis to design of a shared service solution for each service in scope shall also be equally shared; and

7.1.3 The apportionment of costs to each Borough of implementing and operating the agreed shared service solution for each service shall be separately agreed informed by the specific business case and incorporated into the legal agreement for that solution in accordance with 5.11.8.

## **8 COMMENCEMENT, DURATION AND TERMINATION**

8.1 The MOU will commence from the date it is signed by the Chief Executives and Leaders and following the appropriate authorisations of its terms by the Boroughs' executives. Formal agreement is not, however, a barrier to developing existing shared service opportunities.

8.2 The duration of the MOU may be extended by mutual agreement of the Boroughs.

8.3 Subject to the provisions in 8.4, the MOU will terminate on the date of the local elections in 2014.

8.3.1 The MOU may be terminated at an earlier date by either party giving written notice to the other.

- 8.4 It is agreed that a decision to extend or terminate or agree to terminate the MOU under this clause is a key decision under the executive arrangements of each authority.

## 9 **REVIEW AND VARIATION**

- 9.1 The Boroughs recognise that their preferred partnering agreement will be a dynamic and iterative process as the programme of shared services progresses. This MOU must reflect this and require regular review including:

9.1.1 Quarterly review by the Senior Stakeholder Board (or any future top tier governance body);

9.1.2 Annual review submitted to the executives of both authorities; and

9.1.3 Each Borough's Leader agrees to retain executive power individually to vary the terms of this agreement and may further delegate this power to the Chief Executive of their authority.

## 10 **DISPUTE RESOLUTION**

- 10.1 In the unlikely event of a dispute which cannot be resolved through the Governance structure at 5.1, disputes will be resolved by agreement of the Chief Executives of both Boroughs in consultation with their respective executive leaders.

## Schedule 1: Wave 1 and 2 services – Compatibility analysis

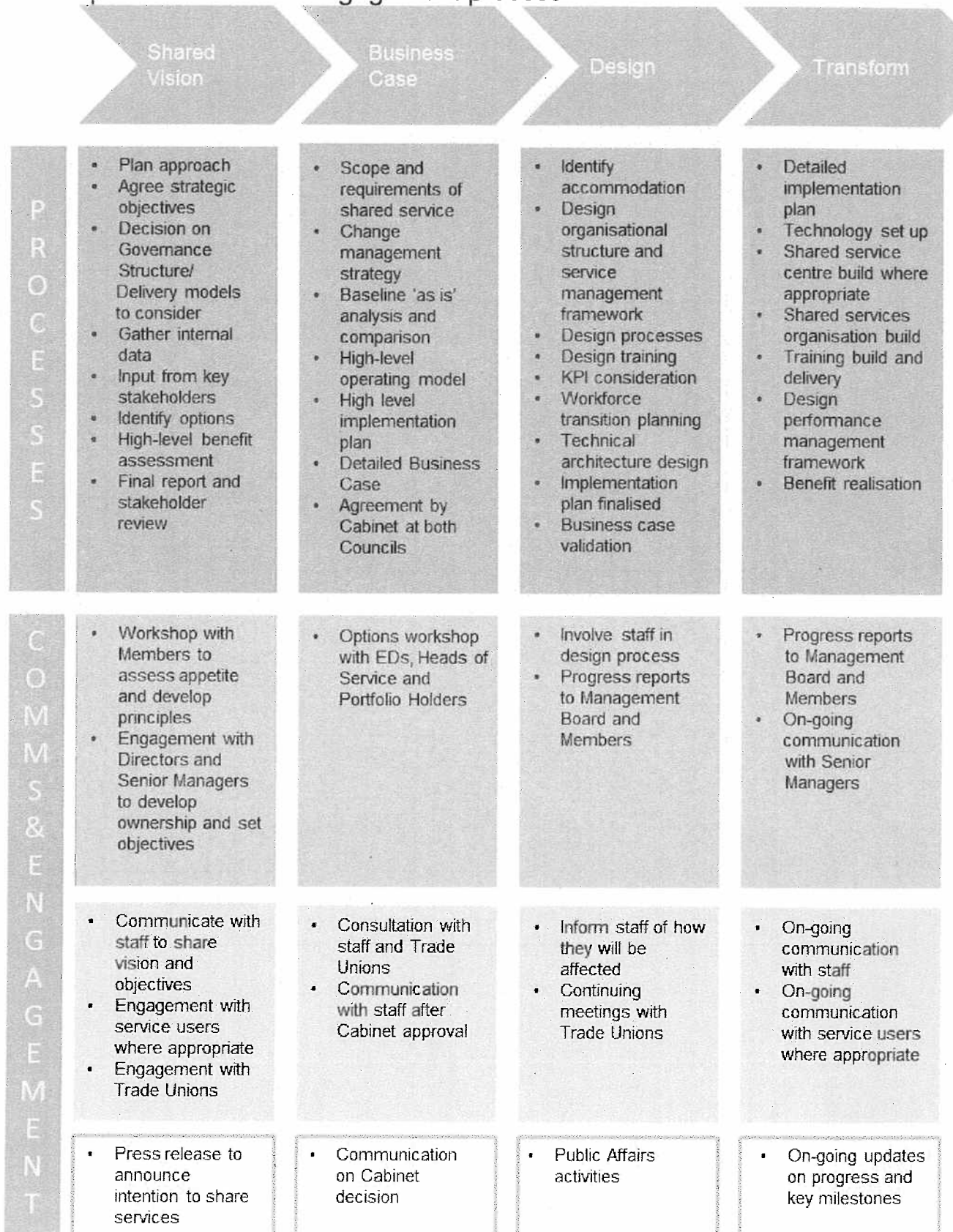
High level evaluation – RAG ratings

	Strategic Fit	IT Systems	Processes	Staff Arrangements	Governance	Service Standards	Cost Sharing	Risk Appetite	OTB Arrangements	Notes
<b>Phase 1 Services</b>										
Revenues and Benefits										
Call Centre										
School Meals										
Transactional Back Office										
* PCN (Parking) Processing										
* Transactional HR										
* Finance processing										
Legal Services										
OD and Learning										
Engineering Design										
Audit										
<b>Phase 2 Services</b>										
Adult Education										
Development Control										
Regeneration										
Regulatory Services										
CCTV										
Facility Management										
Property Services										
Youth Offending Team										
Diversity and Equalities										
Communications										
Performance										
Policy										

Schedule 2:

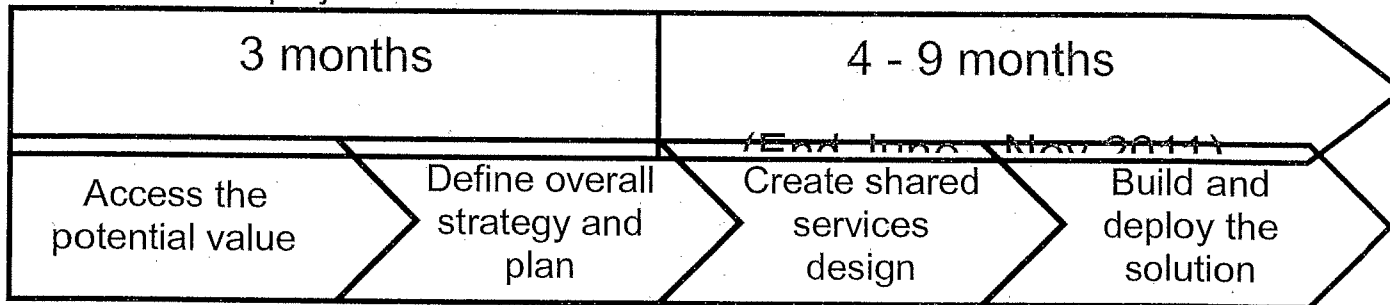
Report Template: Formal Bodies

## 2.1. Implementation and engagement process



## 2.2. Draft timetable

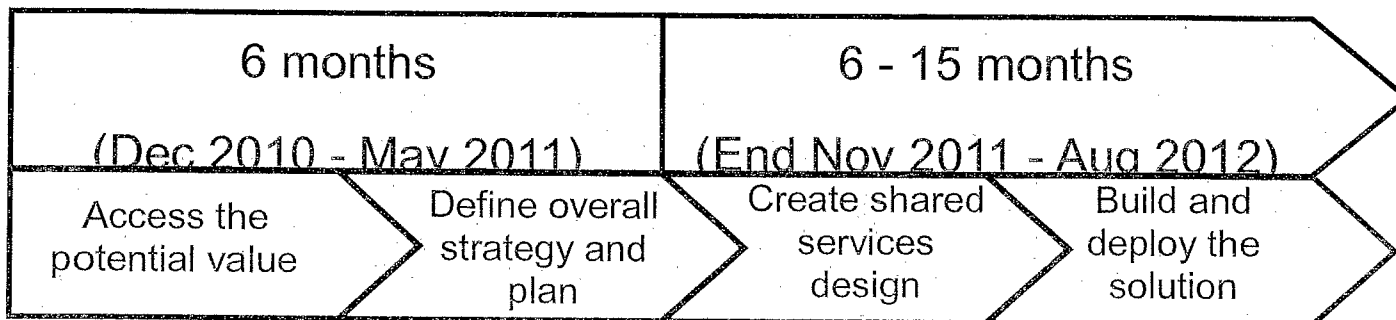
For small projects:



Wave 1 small projects:

- School meals
- Transactional HR
- Legal services
- OD and Learning
- Engineering design
- Audit.

For large projects:



Wave 1 large projects:

- Revenues & Benefits
- Call Centre
- Transactional Back-Office including PCN (Parking) and Finance processing.

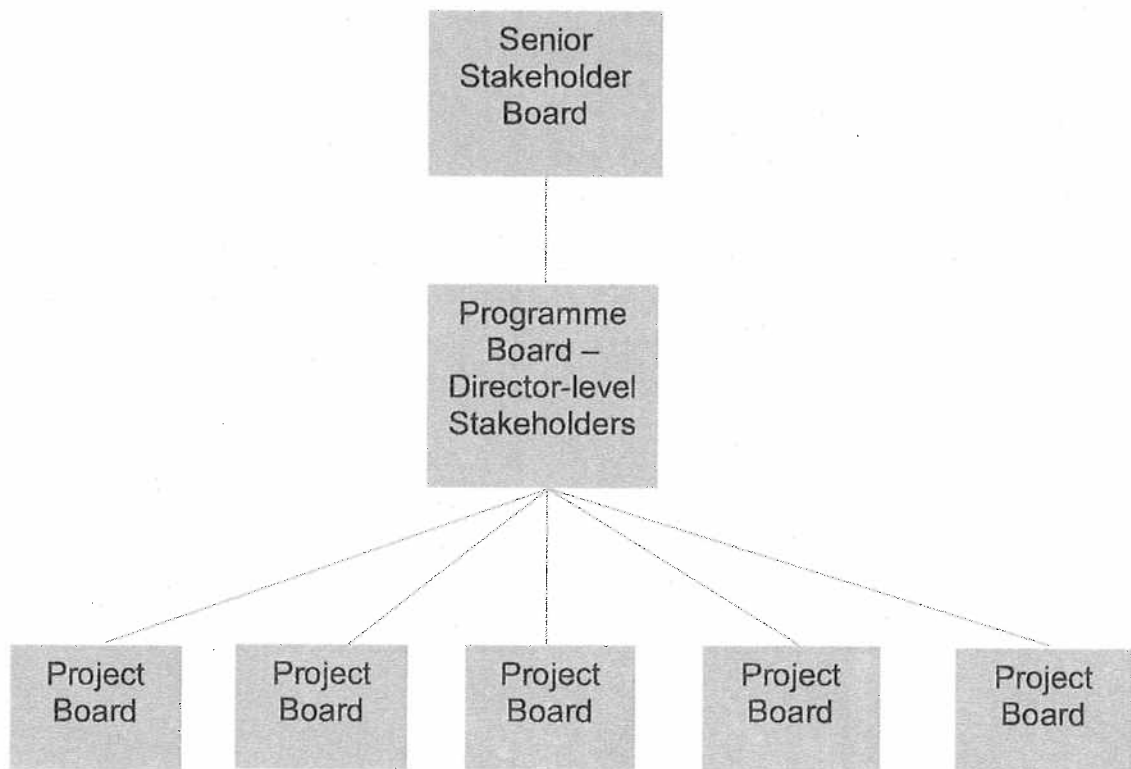
Timetabling is indicative only for small/large projects and will depend on a number of variables, for example:

- Selected operating model
- Infrastructure – IT; accommodation etc.
- Procurement
- Statutory consultation requirements
- Cabinet and Scrutiny timetabling
- Resourcing levels.

However, it should be expected that benefits can begin to be extracted upstream of full completion of implementation.

## Schedule 3: Governance structure

### 3.1. Corporate governance for shared services



Board	Members	Function	Meetings
Senior Stakeholder Board	<ul style="list-style-type: none"> <li>• Kevin Crompton/Martin Esom (Programme Sponsors)</li> <li>• Claire Kober/Chris Robbins (Council Leaders)</li> <li>• Portfolio Holder for Shared Services LBWF)</li> <li>• Portfolio Holder for Finance and Sustainability (LBH)</li> </ul> <p>Supported by Programme Director</p>	<ul style="list-style-type: none"> <li>• Strategic Direction</li> <li>• Ensure all Senior Stakeholders are on-board and up to date</li> <li>• Issue and risk resolution (escalated from the Programme Board)</li> </ul>	<p>Monthly</p> <p>Chaired by Programme Sponsor (to rotate between Councils)</p>



<b>Programme Board - Director-level Stakeholders</b>	<p>From each Council:</p> <ul style="list-style-type: none"> <li>• Kevin Crompton/Martin Esom (Programme Sponsors)</li> <li>• Portfolio Holders for Shared Services</li> <li>• Director representing Corporate Resources (Finance, HR, IT, Property etc)</li> <li>• Legal representative (covering Democratic Services and Governance)</li> <li>• Communications representative</li> <li>• Directors representing the services proposed for sharing (to be discussed when best to include these Directors)</li> <li>• Capital Ambition representative (on invitation or when requested)</li> <li>• May need to consider Union representation at an appropriate stage, unless this is covered by regular Borough meetings with Unions</li> </ul> <p>Supported by Programme Director</p>	<ul style="list-style-type: none"> <li>• High level steering committee</li> <li>• Strategic/complex operational decisions</li> <li>• Issue and risk resolution (escalated from the Projects Board)</li> <li>• Sign-off of communications</li> <li>• Overall Budget monitoring</li> </ul>	<p>Fortnightly</p> <p>Chaired by Programme Sponsor (to rotate between Councils)</p>
<b>Projects Board</b>	<ul style="list-style-type: none"> <li>• Programme Director (joint across both Councils)</li> <li>• Programme Manager from each Council</li> <li>• Project Manager for each service project (joint across both Councils or from lead Council)</li> <li>• Capital Ambition representative in early stages (on invitation)</li> </ul>	<ul style="list-style-type: none"> <li>• Hands on, day to day management of the programme</li> </ul>	<p>Will vary throughout project - suggest weekly initially. Adjust frequency as needed</p>

Key decisions to be taken by Cabinet.

## **SCHEDULE 4**

### **Principles for a Protocol for Handling Information Law Requests**

1. The Boroughs will each nominate a head of service to agree a formal protocol for the receipt and response of requests under the Freedom of Information Act 2000, Environmental Information Regulations, Data Protection Act 1998 and any other legislative provision or common law ("information law") giving any person the right to request information from either or both borough and to receive a response ("information requests).
2. The Protocol will only address information requests that relate in whole or part to recorded information held by either or both Boroughs in respect of this Memorandum of Understanding and projects initiated under it.
3. The Protocol will ensure compliance with information law but also that requests are responded to in a consistent and efficient manner avoiding duplication.
4. The Boroughs agree that they will cooperate and consult with each other on information requests falling within the remit of this Protocol. The Protocol does not, however, fetter in any way, the separate statutory obligation on each Borough to respond to information requests.
5. The Protocol will include provision for:
  - a. A single point of contact for all information requests to be forwarded to;
  - b. Forwarding of all information requests to the single point of contact within two days of receipt in either borough;
  - c. Agreement on which Borough and/or service in each Borough will lead on individual requests;
  - d. A single point of contact for specialist advice on the request e.g. legal advice and that such advice will be paid for;
  - e. The consultation on draft responses to be agreed by both single points of contact where information requests result in disclosure of information held or about both authorities;
  - f. A central record of all information requests and responses to be held by one of the Boroughs;
  - g. Internal Review procedures for both authorities;
  - h. Procedures for handling complaints to the Information Commissioner and beyond, including legal advice and representation;

- i. Consultation with the Boroughs' communications teams on responses to requests deemed by either or both of the single points of contact as sensitive, including the forwarding of draft responses in advance of formal information responses being sent to applicants; and
  - j. Provision to ensure data sharing obligations under the Data Protection Act 1998 are met in respect of the sharing of personal information whilst responding to information requests under this protocol.
6. The Protocol is to be agreed by the **Programme Board**.



Haringey Council

Appendix B: SHARED SERVICES PROJECT SUMMARY UPDATE

PROJECT	SCOPE OF SHARED SERVICE OPPORTUNITY	POTENTIAL CASHABLE SAVINGS £	ANTICIPATED NON - CASHABLE BENEFITS
<p><b>1. Economic Development</b></p>	<p><b>Opportunity</b> Both boroughs were planning to undertake restructurings to reduce costs and the opportunity arose to join the services together to provide more resilience and make better use of the remaining resources available across both boroughs.</p> <p><b>Implementation Activity:</b> A shared service opportunity is now being implemented in the following phases:</p> <ul style="list-style-type: none"> <li>➤ <u>Phase 1:</u> Closer joint collaborative working across 2 boroughs to develop business case for creating shared service</li> <li>➤ <u>Phase 2:</u> Shared service with joint head overseeing the commissioning of activities with commissioning leads for each borough.</li> <li>➤ <u>Phase 3:</u> Single strategic service outsourced into a social enterprise</li> </ul> <p>Phase 1 is underway. Phase 2 is likely to slip from Jul to Sep 2011, due to the need to take a further report back to Corporate Committee in Haringey on potential staffing issues. Phase 3 is being planned for mid 2012.</p>	<p>£100,000</p>	<ul style="list-style-type: none"> <li>- Adding value to the service</li> <li>-Providing continuity and resilience</li> </ul>
<p><b>2. Human Resources Shared Services Centre</b></p>	<p><b>Opportunity</b> HR officers from both boroughs had been considering how they could share some of their services to produce efficiencies and maintain resilience. The MOU gave a structure to give this opportunity momentum.</p> <p><b>Implementation Activity:</b> This shared service opportunity is now being implemented as follows:</p> <ul style="list-style-type: none"> <li>➤ <u>Work stream 1:</u> Shared delivery model for Payroll control, Recruitment</li> </ul>	<p>£100,000</p>	<ul style="list-style-type: none"> <li>-more responsive to customer needs</li> <li>- more efficient higher service quality through</li> </ul>

	<p>administration and HR Metrics.</p> <ul style="list-style-type: none"> <li>➢ <u>Work stream 2</u>: Develop / Implement a shared HR Advisory Service.</li> <li>➢ <u>Work stream 3</u>: Develop / implement a shared payroll administration and employee records function.</li> <li>➢ <u>Work stream 4</u>: Develop opportunities for collaborating on employee Health &amp; Safety.</li> </ul> <ul style="list-style-type: none"> <li>• Payroll control to be live by Jun 2011, with Recruitment administration targeted for Sep 2011.</li> <li>• Single specification / blueprint for joint HR shared service by Sep 2011.</li> <li>• Final Business case for joint HR shared service by Sep 2011.</li> </ul>		simplified standardised processes
<p><b>3. OD&amp;Learning</b></p>	<p><b>Opportunity</b>  Management vacancies at LBWF and reduced resources available to Haringey to undertake OD&amp;L work by 50% provided an opportunity leading to a project to share the management of the service immediately and plan for a full shared service between the 2 boroughs in the future.</p> <p><b>Implementation Activity:</b> This shared service opportunity is now being implemented as follows:</p> <ul style="list-style-type: none"> <li>➢ Commissioning of generic council-wide management &amp; skills development, e-learning and Adults OD&amp;L</li> <li>➢ Maximising the use of current and future framework agreements for OD&amp;L.</li> <li>➢ Develop management roles framework, tools and competencies.</li> </ul> <p>In view of the above, joint 'interim' management arrangements have been agreed and were introduced in Jun 2011.</p>	£150,000	<ul style="list-style-type: none"> <li>-Ability to offer otherwise unsustainable services</li> <li>- Co-ordinated change management activity across the two boroughs</li> </ul>
<p><b>4. Regulatory Services (including Trading</b></p>	<p><b>Opportunity</b>  An outline business case for the shared consortia to provide a multi borough Trading Standards service was developed through East London Solutions by LB Redbridge and LBWF (with LBH being invited to join). LB Redbridge subsequently withdrew their wish to</p>	£300,000	<ul style="list-style-type: none"> <li>-Providing the opportunity for continuity and</li> </ul>

Standards )	<p>share and after discussion between LBWF and LB Enfield, a wider scope for sharing Regulatory Services (which now includes Trading Standards), is now being developed.</p> <p><b>Implementation Activity</b> A decision on what the scope of a shared service could cover will be completed by end of July 2011 with a proposed way forward being agreed in early August 2011.</p>	resilience of services - securing cost savings and sustainable efficiencies
5. Building Cleaning	<p><b>Opportunity</b> One of the council's efficiency savings was to reduce the cost of building cleaning by considering market testing. LBWF are also facing similar pressures in this area.</p> <p><b>Implementation Activity</b> After a preliminary review there does not appear to be a substantial case for an integrated shared service. From July 2011 LBH will conduct some market testing in advance of commencing a formal procurement exercise to outsource cleaning. LBWF will be supporting LBH with the market testing / procurement exercise and will be named as a possible future partner.</p>	N/A  - gaining competitive advantage

6. Audit and Insurance Services	<p><b>Opportunity</b> Both boroughs have reduced their audit establishments and this opportunity could provide the ability to make further savings in both services</p> <p><b>Implementation Activity</b> After a preliminary review it is uncertain whether there is a substantial case for a fully integrated shared service at this point. Opportunities for potential integration / collaboration around the following areas within Audit will be considered:</p> <ul style="list-style-type: none"> <li>➤ Risk Management &amp; Insurance.</li> <li>➤ Major Counter Fraud initiatives</li> <li>➤ Automatic Systems Audit</li> </ul> <p>As sharing between the two boroughs increases in the short to medium term and staff become more aligned, it may be possible to develop joint audit programmes with a longer</p>	TBA  -Raising quality and adding value to existing services -Co-ordinated approach to major fraud initiatives will increase effectiveness e.g. the ability
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	term possibility of fuller integration.		to blitz specific areas on identifying tenancy fraud
<b>7. Contact Centre</b>	<p><b>Opportunity</b> Both authorities maintain call centres and an opportunity was identified to consider sharing this service in the future.</p> <p><b>Implementation Activity</b> The option for the creation of a Single Contact Centre is being undertaken with a view to developing a stand alone operation. In parallel with this development, market testing of the longer term options available with 3<sup>rd</sup> Parties will be explored. A pre-business case evaluating a number of critical areas (i.e. IT infrastructures, accommodation, assessment of costs, investment requirements etc), is being developed and this is planned to be produced by the end of Sep 2011.</p>	TBA	<ul style="list-style-type: none"> <li>- Leveraging transformation raising quality and adding value to existing services</li> <li>- Securing costs savings</li> <li>-releasing staff time for more customer facing activities</li> </ul>
<b>8. Planning &amp; Building Control -Back office services</b>	<p><b>Opportunity</b> Both organisations run separate Building Control functions and back offices supporting the Planning Development Control activities. Bringing these services together offers opportunities for efficiencies</p> <p><b>Implementation Activity</b> A joint review meeting to consider potential opportunities for shared services agreed that there were immediate opportunities to develop a joint shared service for Development management and Building control, and a draft business case for this will be developed by Aug 2011.</p> <p>Potential collaboration opportunities exist in Land charges and professional planning, and these will be considered in due course.</p>	£75,000	<ul style="list-style-type: none"> <li>-Raising quality and adding value to existing services</li> <li>-securing costs savings and sustainable efficiencies</li> </ul>

<p><b>9. One SAP Solution</b></p>	<p><b>Opportunity</b> Both organisations use SAP as the key IT system for Finance, Procurement and Human Resource management, and both have existing contracts for managed systems support due to expire within 3 months of each other in late 2012. The sharing of this system would provide the basis for a major project to share a larger proportion of back office functions in the future.</p> <p><b>Implementation Activity</b></p> <p>This project is aimed at jointly procuring a new common Local Government Framework SAP solution for both councils under the pan London Project Athena. Options within this project also include the scope for separate <b>managed service</b> contracts as a fall back if applicable.</p> <p>SAP is the Enterprise Resource Planning (ERP) IT system used by both councils for Finance, HR, Procurement and customer relationship management. Both councils currently have the same provider and existing contracts are due to expire in Nov 2012 and Feb 2013 respectively.</p> <p>A full report on the procurement matters relating to this project is planned for submission to the two respective Procurement decision making bodies. The achievement of a shared ERP is a key enabler to sharing further more 'back office' services.</p>	<p>TBA</p>	<ul style="list-style-type: none"> <li>- Improving scalability of systems</li> <li>- ensuring improved and more up to date systems</li> <li>- provides a platform for the greater integration of financial procurement , HR processes</li> </ul>
<p><b>10. Policy and Performance</b></p>	<p><b>Opportunity</b> Both councils have / are planning significant reductions in these services and an evaluation of the opportunity to share this service is being currently considered.</p>	<p>TBA</p>	<ul style="list-style-type: none"> <li>-Providing the opportunity for continuity and resilience of services</li> <li>- securing cost savings and sustainable efficiencies</li> </ul>



<p><b>11. Communications</b></p>	<p><b>Opportunity</b> Both councils provide Communication and Consultation services and the opportunity was taken to evaluate the potential for sharing the service .</p> <p>The importance of the communication service to this council led to the conclusion that a fully shared service was not desirable , however collaborative work on sharing the commissioning of print and design work associated with marketing and joint consultation programmes are being further considered</p>	<p>TBA</p>	<p>-securing costs savings and sustainable efficiencies Providing the opportunity for continuity and resilience of services</p>
<p><b>12. School Meals</b></p>	<p><b>Opportunity</b> With both organisations providing a school meals service in a volatile market where schools are the customers, planning for greater resilience and cost sharing was explored.</p> <p>After a preliminary review there are some gaps in alignment between LBH &amp; LBWF around pricing policies, trading model and financial structure. It is unclear whether there is a substantial case for an integrated shared service at this point, and the ongoing inclusion of this within the programme will be raised at the members challenge session.</p>	<p>N/A</p>	
<p><b>13. Legal Services</b></p>	<p><b>Opportunity</b> Management vacancies in Haringey and examples of Legal Shared Service models being developed in other local authorities boroughs led to this opportunity being considered .</p> <p>An initial evaluation of the compatibility of both boroughs legal services identified key differences in size , costs and client demand for the service in each borough . These issues are to be addressed by each borough before a further evaluation of the opportunity to share is undertaken at the end of the calendar year.</p>		
<p><b>14. Electoral Services</b></p>	<p><b>Opportunity:</b> Management vacancies in Waltham Forest led to the consideration of an opportunity to share the service.</p>	<p>N/A</p>	

	<p>After a preliminary review it is uncertain whether there is a substantial case for an integrated shared service. Opportunities for potential collaboration around change projects have been identified, and it proposed that these are moved 'off programme' and taken forward as 'business as usual'.</p>		
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