

## **Committee: Standards Committee**

**Date: 21 October 2015**

Wards: All Wards

### **Subject: shared service arrangements**

Lead officer: Caroline Holland, Director of Corporate Services

Lead member: Councillor Mark Allison, Deputy Leader and Cabinet Member for Finance

Contact Officer: Sophie Ellis, Assistant Director of Business Improvement

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#### **Recommendations:**

- A. That the Standards Committee discuss and agree on the most appropriate mechanism for informing councillors about the council's various shared services arrangements.

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#### **1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 General Purposes Committee, at its meeting on 25 June 2015, considered a report that set out the arrangements for a shared audit service and provided an update on the HR shared service. Members requested a report to the next meeting of the committee to set out how information on all the shared services arrangements across the council, including governance and monitoring arrangements could be made available in one place on the council's website.
- 1.2 Current shared services arrangements are set out in the appendix to this report.
- 1.3 Members are asked to advise on whether the layout and content is helpful and whether it would be appropriate to publish this on the council's website or to use an alternative mechanism for updating councillors.

#### **2. ALTERNATIVE OPTIONS**

- 2.1 General Purposes Committee is requested to give views on the most appropriate format and content for publishing information about shared service arrangements.

#### **3. CONSULTATION UNDERTAKEN OR PROPOSED**

- 3.1 None.

#### **4. TIMETABLE**

- 4.1 The information in the appendix was initially compiled for a scrutiny task group review of shared services that was presented to the Overview and Scrutiny Commission on 14 July 2014.

#### **5. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 5.1 Work to compile and publish information will be done within existing resources.

- 6. LEGAL AND STATUTORY IMPLICATIONS**
  - 6.1 None for the purposes of this report.
- 7. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**
  - 5.1 None for the purposes of this report.
- 8 CRIME AND DISORDER IMPLICATIONS**
  - 8.1 None for the purposes of this report.
- 9. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**
  - 9.1 None for the purposes of this report.
- 10. APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**
  - 10.1 Appendix -
- 11. BACKGROUND PAPERS**
  - 11.1 Notes of task group meetings.

## LBM Shared Services –Snapshot July 2015

Service Area	Arrangement	Governance
<b>Children &amp; young people</b>		
Adoption recruitment	Pooled resources - LBRuT, RBK, LBS, LBM	Sponsoring Group - Directors of the four agencies. Strategic Board – heads of service. Operational Group – team managers.
School governors	shared management agreement- LBM, LBS LBM is host authority and invoices Sutton for the agreed costs	The authorised officers for the service are: LB Merton: Head of School Improvement LB Sutton: Head of Improvement and Support.
School admissions service	Memorandum of Understanding Agreement for Head of LBM Admissions to manage LBS Admissions service	Memorandum of Understanding governs the reporting and management and financing arrangements No joint governance board as such. The School Admissions Manager works within the line management of Merton when here (reporting to Service Manager - Contracts & School Organisation), and that of Sutton Executive Head of Education & Early Intervention when there.
Travellers education service	Shared - LBM, LBS Sutton provides the service	No governance structure in place. LBM purchases services from LBS
Out of hours children's social care duty service	4 boroughs. Hosted by Sutton	Operational board at service manager level with escalations through Assistant Directors
<b>Adult social care</b>		
Shared Social Care Emergency Duty System	Joint working arrangement - LBM, LBR, LBS, RBK. Richmond is the Host Authority.  No staff were TUPE'd, staff formally work for London Borough of Richmond Arrangement not open for new member to join	TBC
<b>HR</b>		

Service Area	Arrangement	Governance
Organisational development, HR management and other HR functions	Shared - LBM, LBS LBS is host authority In October 2009 Merton HR employees TUPE'd to Sutton.	Joint Chief Executives Governance Board under collaboration agreement
Payroll IT system	Shared - LBM, LBR, LBS, RBK LBS is host authority.	Joint Directors Governance Board under collaboration agreement
<b>Governance</b>		
Legal	Collaboration agreement - LBM, LBR, LBS, RBK. LBM is host authority The shared service continues until termination provisions are implemented in accordance with the agreement. Staff are TUPE'd – work for LBM	Governance Board which comprises of the Director of Corporate Services from Merton, the Director of Finance and Corporate Services from Richmond, the Director of Resources from Sutton and the Executive Head of Organisational Development and Strategic Business from Kingston. The Assistant Director of Corporate Governance and Joint Head of Legal Services from Merton and the Monitoring Officer from Kingston are required to attend but do not have a vote.

Service Area	Arrangement	Governance
Internal audit	In-house Merton will join LBR & RBK on the 1 <sup>st</sup> October and staff will be TUPE'd to Richmond.	<p>A Shared Service Board with senior representative officers from LBR, RBK and LBM, including the three Directors of Finance (S151 officers) will oversee the delivery of the Shared Service, and the arrangements between the three authorities.</p> <p>Regular reports will continue to be made to the Audit Committees/General Purposes Committee.</p> <p>Decisions regarding the volume / level of audit and investigation work will rest with the SSB so that the Directors of Finance can fulfill their Local Government Act S151 responsibilities. This will also be subject to relevant member approval at each authority.</p> <p>The Head of the Shared Service will be line managed by the Director of Finance and Corporate Resources at LBR and will report direct to the SSB.</p>
South West London Fraud Partnership	Partnership led by Wandsworth council, including Sutton, Richmond and Kingston councils.	Wandsworth will provide quarterly reports to the Head of Audit & Investigation on progress, and this information will form part of the progress report for GP committee on audit and investigation activity.
<b>Finance</b>		
Pensions IT system	LBM purchase them from LB Wandsworth, as part of a contractual delegation under S.101 of the 1972 Local Government Act	Managed by AD Resources LBM as a commissioned service
Pensions service		

Service Area	Arrangement	Governance
Bailiffs service	Joint working arrangement - LBM, LBS LBM staff only Sutton pays a contribution to cover running costs and share surplus (note this is a self financed service) Rolling contract with minimum notice time to drop out Arrangement is open to new member (but it will require a re-negotiation of the redistribution of the surplus)	The board is comprised of Director of Corporate Services for both Councils and Head of Revenues and Benefits for both
<b>Environment</b>		
Transportation	Shared - LBM hosts service for LBS	The Transport section are in the process of tendering for a shared Taxi framework with Sutton, Richmond and Kingston (Sutton leading). That framework will be in place later this summer for to allow call off of new SEN Home To School contracts by the beginning of the school term.

Service Area	Arrangement	Governance
<p>Regulatory services (i.e. Environmental Health/Trading Standards and Licensing)</p>	<p>Shared service currently consisting of LBM and LBR and operational since August 1st 2014. Service hosted and led by Merton. LBR staff TUPE'd</p>	<p>The governance for the shared regulatory service consists of (1) a management board and (2) a joint regulatory committee.</p> <p>The management board consists of Paul Foster, John Hill and Jon Freer (an AD at Richmond).</p> <p>The Joint Regulatory Committee consists of four councillors, two from each Council. The make-up is as follows:</p> <p><u>Richmond</u></p> <ul style="list-style-type: none"> <li>• Strategic Cabinet Member for Environment, Business and Community</li> <li>• Chairman of the Licensing Committee</li> </ul> <p><u>Merton</u></p> <ul style="list-style-type: none"> <li>• Cabinet Member for Environmental Cleanliness and Parking</li> <li>• Cabinet Member for Community &amp; Culture</li> </ul>

Service Area	Arrangement	Governance
<p>South London Waste Partnership</p>	<p><b>Disposal - jointly procured disposal contracts.</b></p> <p>Phase A, delivering cost effective waste disposal contracts.</p> <p>Phase B the procurement of a longer term more sustainable waste disposal solution diverting residual waste from landfill.</p> <p><b>Environmental services Phase C</b></p> <p>a joint procurement for a number of environmental services, namely:</p> <ul style="list-style-type: none"> <li>➤ Waste Collection and recycling</li> <li>➤ Commercial waste</li> <li>➤ Street Cleaning</li> <li>➤ Winter Maintenance</li> <li>➤ Vehicle Maintenance</li> <li>➤ Green spaces, principally grounds maintenance</li> </ul>	<p>legally binding inter authority agreement between LBM, LBS, RBK, LBC</p> <p>The governance structure for the partnership currently comprises of:</p> <p><u>Management Group (MG)</u>. Lead officers from each authority and chaired on an annual rotational bases. This is supported by both strategic, and project management roles employed by the Partnership.</p> <p><u>Joint Waste Committee (JWC)</u> this is made up of Cabinet and Executive Members from each of the 4 boroughs. This group is responsible for all key decisions made on behalf of the Partnership, relating to Waste Disposal functions delegated by the individual boroughs to the Committee.</p> <p>The Joint Procurement of waste collection and other environmental services is overseen by the SLWP <u>Strategic Steering Group (SSG)</u>, comprised of the four boroughs' Environment Directors, A representative of the four boroughs' Financial Directors and currently chaired by the Chief Executive of Croydon (the Chair role rotates on an annual basis every June)</p>