

## **Briefing: Shared Chief Executive/Joint Management Arrangements**

### **Democratic leadership**

- Be clear why joint arrangements - increasingly tight financial environment, reduce community tax burden, free up investment for local ambitions and priorities
- Authorities retain existing democratic leadership, sovereignty, accountability however benefit from critical mass and stronger representative voice
- Maintain the scope and quality of front-line services - joint customer strategy
- Member discussions not limited on what services to be integrated however differing views on service integration and how should be done
- Joint committees, joint response on consultation, one meeting with partners
- Both Leaders sign and present papers to their own authorities

### **Principles**

- Significant evidenced financial savings – efficiency is the key reason
- Achieve service improvement where possible within resources available
- Focused on areas of shared benefit that add value
- Visible impact on communities and outcomes for residents
- Improve relationships, utilise the best people, fit for purpose structures
- Clear business case reviewed throughout and risk managed

### **Added value of a joint CEO**

- Single voice at top level across the two authorities which means that the decision-making process is simplified to increase the pace of integration
- Joint CEO lives vision and has a vested interest in making it work
- Strong signal about the future which has an impact on expectations
- Process of developing joint services becomes more systematised with a drive from the top to see change happen quickly - one transformation plan
- Joint appraisal arrangements clearly focused on expected outcomes
- Issues of time allocation, travel time, links, intelligence and visibility

### **Bringing services together**

- Approach to integration and pace will differ depending on culture, risk etc.
- Be purposeful yet pragmatic e.g. take opportunities when posts become vacant and act jointly in response to new legislation or grant funding
- Staff in joint authorities generally will meet the challenges of integration however some senior officers will be resistant in 'professional areas'
- Look at frontline and operational services to create foundations
- Shared visioning, training and development, estates and resources
- Integration at management level however must be clear evidence base of radical transformation in how services are delivered

### **Benefits**

- Greater opportunities to be innovative in meeting the needs of communities
- Share practice, reduce overlaps and duplication whilst improving resilience
- Standardisation of policies, processes and ICT for better services
- Reduce procurement costs and improve income generation
- Better joined up and connected access to services
- Demonstration of councils working together – enhanced reputation

## **Potential saving/opportunities**

- Most joint arrangements are at a relatively early stage in development
- Majority of savings have come from sharing senior staff
- Greater savings when integration deepens as initial costs worked through
- Reduced costs of having one CEO is estimated at about £50k per annum
- More substantial savings when services are shared - potentially £700k
- Apportionment of benefits between authorities may be difficult

## **Options**

- Map the track record of existing partnerships and continue 'as, when, not'
- Revise payscale for dual authority responsibilities (agreed share)
- Task Directors/HoS to develop plans for how services could be integrated
- Categorise services as quick wins (e.g. executive office)
- Plan medium and longer-term opportunities (substantial transformation)
- Consult and communicate with realistic timeframes

## **Risks**

- Apportionment of costs between the two councils
- Staff morale, retention and re-skilling
- Capacity to implement and deliver
- Implementation costs versus expected savings materialising
- Legislative, workforce and financial issues
- Continual improved customer satisfaction

## **Areas in which IDeA may support**

- Work with members to facilitate priorities, opportunities and options
- Facilitate learning for Chief Executive and top management team
- Joint approach to business cases for grouping and integrating services
- Support for Heads of Service in building and developing teams
- IDeA Joint CEOs network – willing to help others. mentor, action learning
- Share practice and lessons learnt

September 2009