

## Proposed Partnership Structure

### Description

In this model the Partnership is under the leadership of a Partnership Venture Commissioning Group led by the Partnership Managing Director. This Group is accountable to the four Councils and the Joint Committee to ensure that the overall aims and objectives of the 2020 Partnership are achieved. It is responsible and accountable for all functions that are delegated to the Joint Committee and for ensuring that the appropriate skills and resources are available to each Council to enable them to carry out their individual functions and activities in an economic and effective way.

Each Council will appoint a Lead Director to act as Head of Paid Service who will be responsible for each council's staff, retained non- shared services (including non-shared commissioning functions) and all functions not delegated to the Joint Committee. Additionally, Lead Directors can act as the Lead Commissioner on behalf of all councils for one or more shared service.

The Partnership Managing Director and Council lead directors will form the senior management group for the Partnership. This group will:

- Act as co-coordinating group to ensure efficient and successful strategic and operational management across the Partnership for the successful delivery of the 2020 vision
- Advise the Joint Committee on effective delivery of shared services and on the key strategic core policies such as Finance, ICT, and HR.
- Ensure collaboration and co-operation between partnership shared services to maximise efficiency and effectiveness that meet the individual needs of each Council
- Ensure that service delivery is supported by a performance management system that monitors success, maximises resources, uses best practice, new technology and innovation.
- Provide collective leadership and direction to the staff and promotes a customer focused and performance driven culture which supports the strategies of each council.
- Ensure that Councillors have sufficient expert advice and support to be able to formulate and determine policy in a way consistent with the effective, financially prudent and legal operation of each council
- For each shared service The Partnership Venture Commissioning Group will assign a lead Commissioner to chair a Client Officer Group with appropriate representations from each Council to ensure that the shared service is meeting the standards and needs of all of the councils

In the model, initial shared services are managed by a series of Service Managers each with their own defined services areas. The business case is predicated on a long term potential of seven shared service heads with five being established by April 2016. Some of the services to be shared are already known such as GO Shared Services, ICT and Public Protection (WODC CDC and FODDC)

and others are still to be determined based around the nine services identified for sharing within this report. This may mean further changes to existing services or the creation of new groupings. The detailed proposals will be agreed by the Joint Committee following appropriate consultation and discussion with those affected.

In line with the preferred “evolutionary” approach it would not be wise or practicable to establish all shared services immediately and consequently the business case assumes future potential shared services around Commissioning and Planning.

Each Council will be able to determine whether to transfer any, some or all of the functions when the shared services are established. Further detailed discussions with individual Councils will be required to determine the exact nature and scope of functions to be included. Each Council will make its decisions on what services, if any, it wishes to retain in the light of the business cases produced.

2020 Vision Partnership – proposed operating model April 2016

