

## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 13 <sup>th</sup> July 2023
<b>Report Subject</b>	Delivering Public Services in the 21 <sup>st</sup> Century: Shared Services
<b>Cabinet Member</b>	Cabinet Member for Finance, Inclusion, Resilient Communities including Social Value and Procurement
<b>Report Author</b>	Corporate Manager for Capital Programme and Assets
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

In response to a request from the Councils' Corporate Resources Overview and Scrutiny Committee (CROSC), a report on alternative delivery models was prepared and presented to CROSC in April 2023. That report provided a summary of a wide selection of alternative delivery models, along with core principles and legislative requirements when reviewing any service with consideration for a potential change in delivery model.

A follow-up report was requested by CROSC, which focused on one type of alternative delivery model – shared services. To fulfil this request, this report provides a brief overview of shared services with some local examples provided, including the Minerals and Waste Shared Planning Service and Procurement Services.

### RECOMMENDATIONS

1	That Corporate Resources Overview and Scrutiny Committee note the contents of the report and the local examples of shared services provided, including those in the accompanying appendix and presentation.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING SHARED SERVICES</b>
1.01	<p><b>Background</b></p> <p>At its meeting held in July 2022, the Council's Corporate Resources Overview and Scrutiny Committee (CROSC) requested a future agenda item to explore the financial benefits of outsourcing and shared services.</p>
1.02	<p>A more holistic and general report was prepared and presented to CROSC in April 2023. That report provided a summary of a wider selection of alternative delivery models, along with core principles and legislative requirements when reviewing any service with consideration for a potential change in delivery model.</p> <p>CROSC requested a follow-up report that focused on the shared services model.</p>
1.03	<p><b>Defining Shared Services</b></p> <p>A shared service is where two or more local authorities (or in some cases other public sector organisations) look to provide a service jointly. There is often a host organisation / lead authority.</p> <p>Shared services can create efficiencies, enhance capacity, improve service resilience, and reduce risk to the partners involved.</p>
1.04	<p><b>Local examples of shared services</b></p> <p>The Council has already established, or is involved with, several shared services. A few examples are provided below for information:</p> <ul style="list-style-type: none"><li>• Adoption Services operate on a shared service basis across the whole of North Wales.</li><li>• Flintshire County Council host a shared Multi System Therapy Service that supports families. The service is shared with Wrexham and also includes Betsi Cadwaladr University Health Board as a partner.</li><li>• Flintshire County Council are opening a shared Children's Residential Care Home, which will deliver services for Flintshire and Wrexham, supporting family reunification.</li><li>• The Social Services Emergency Duty Team is a shared service. The service is provided by Wrexham County Borough Council who cover Wrexham, Flintshire, and Denbighshire.</li></ul>
1.05	<p>In 2011 the Council commenced a shared service for the Minerals and Waste Shared Planning Service, which the Chief Officer for Planning, Environment and Economy and the Service Manager will discuss in further detail.</p>

1.06	The Council has also operated a shared service for Procurement Services since 2014. More detail on this local example of a shared service can be found in Appendix 1 to this report.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>The financial benefits and limitations of any alternative delivery model are likely to vary depending on the specific model, activity or collaborative venture undertaken, the desired outcomes at the time of action and a host of other factors that will have shaped decision making and which may be unique to the specific situation.</p> <p>There will also be a range of other potential benefits, and limitations and challenges, which go beyond those purely related to finances.</p>
2.02	The implementation of alternative delivery models in most cases will have solely a revenue budget impact related to ongoing operational delivery costs, which may include human resource costs.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	<p>An integrated impact assessment (IIA) has not been completed as the purpose of this report is to provide an exploratory overview.</p> <p>An IIA would need to be completed for each shared service proposal prior to implementation.</p>
3.02	<p>Before making any change in how services are delivered, the Council would need to check it has the appropriate power(s) for the change.</p> <p>Current legislation allows for Councils to provide services through a shared service delivery model. However, how the shared service is set-up, how it operates and what services it provides may mean that there are further legislative requirements that need to be considered, such as those relating to procurement.</p>
3.03	<p>Alternative delivery models have varying impact on employees. When a decision is made to move to an alternative delivery model the impact on any existing employees needs to be considered.</p> <p>If any employees are to be transferred as a result, they must be covered by the Transfer of Undertakings (Protection of Employment) Regulations as amended. These Regulations look to protect the rights of employees.</p> <p>In some cases secondment of staff may be possible.</p>
3.04	The Workforce (two-tier) code of practice: standards for the public sector is a code that applies to public sector organisations.

	<p>The Circular: Code of Practice on Workforce Matters 2014 relates to how workforce matters should be approached when proposing to enter into, or extend, contracts for the provision of services. This guidance aims to ensure better protection of employee terms and conditions for transferred staff and fairness for new joiners.</p> <p>This may be a consideration for any new shared service, depending on the shared service model.</p>
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<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	No consultations conducted or required.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Shared Service Case Study: Procurement Services

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	“Delivering public services in the 21 <sup>st</sup> century, an overview” was presented to the Corporate Resources Overview and Scrutiny Committee in April 2023 and is available on the Council’s website as part of the papers for that meeting.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Kelly Oldham-Jones – Strategic Executive Officer</p> <p><b>Telephone:</b> 01352 702143</p> <p><b>E-mail:</b> <a href="mailto:kelly.oldham-jones@flintshire.gov.uk">kelly.oldham-jones@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Alternative Delivery Model (ADM):</b> Services that are not delivered in-house by councils normally require some form of alternative delivery model to provide them, i.e. outsourcing via a contract with another provider for them to provide services on the council’s behalf.</p> <p><b>Workforce two-tier code of practice:</b> A code directed at public sector bodies which states how workforce matters should be approached when contracting for the provision of services.</p>