

**Ideas for Overview & Scrutiny – Scoping Paper – Appendix 4**

<b>Title</b>	Shared Services
<b>Summary of Issue</b>	<p>How we are doing currently, what more we could be doing and potential savings to be made?</p> <p>This has the potential to be a very large piece of work; this paper therefore focuses on those services often described as ‘back-office’.</p>
<b>Request originator</b>	Cllr G Theobald
<b>Policy Committee Chair notified</b>	Cllr Kitcat
<b>Relevant legislation/ summary of most recent legislative changes</b>	Local Government Act 1972 & Local Government Act 2000
<b>Policy context/ summary of most recent policy changes</b>	<p>Shared services are regularly referred to as something that could deliver the public sector and particularly local government significant savings.</p> <p>There is however an unresolved debate as to the actual benefits of shared service models. Whilst there is research that suggests councils have been successful in sharing services, saving money and guaranteeing the quality of those services there is also a strong narrative that shows shared services do not always deliver in this manner.</p> <p>The council already has a number of shared services, and is looking at the potential of other areas. The Public Service Board has a Shared Services Steering Group that aims to ‘to maximise the opportunities for support service partnerships to reduce overall costs, improve customer service and support commissioning’.</p> <p>This group has looked at the benefits and risks associated with sharing services across a range of service areas as well as supporting a number of specific shared service initiatives.</p> <p>Southeast 7 (SE7) is a regional collaboration between B&amp;H, ESCC, Surrey, WSCC, Hampshire, Kent CC and Medway looking for ways of driving down cost and sharing replicating services. Work-streams focusing on:</p> <ul style="list-style-type: none"> <li>• ICT</li> </ul>

	<ul style="list-style-type: none"> <li>• SEN</li> <li>• Waste</li> <li>• Highways</li> </ul> <p>The final section of this scope sets out a summary of some areas where the council is, or is looking to, share services. This is not however an exhaustive list.</p>
<b>Pre-decision (Yes/No)</b>	No
<b>Committee Work Programme (date &amp; link)</b>	None
<b>Key issues</b>	<ul style="list-style-type: none"> <li>• What are the benefits of sharing services? (Financial and non-financial)</li> <li>• Which other local authorities have successfully shared services? How? Good practice from elsewhere.</li> <li>• Which services are we currently sharing?</li> <li>• What are the benefits &amp; risks associated with sharing services?</li> <li>• Is an ad-hoc approach, taking advantage of opportunities as they arise, better than seeking shared services as standard?</li> </ul>
<b>Focus</b>	<ul style="list-style-type: none"> <li>• What services are we currently sharing?</li> <li>• What consideration has been given to sharing other services?</li> <li>• Do shared services provide significant savings and value for money?</li> <li>• Does the sharing of services provide for better services?</li> </ul>
<b>Performance data (BHLIS/ CPP/ Inspection reports) &amp; other sources of information</b>	<p><a href="http://www.publicfinance.co.uk/news/2012/08/council-shared-services-are-saving-money-says-lga/">http://www.publicfinance.co.uk/news/2012/08/council-shared-services-are-saving-money-says-lga/</a></p> <p><a href="http://www.local.gov.uk/web/guest/productivity/-/journal_content/56/10171/3675051/ARTICLE-TEMPLATE">http://www.local.gov.uk/web/guest/productivity/-/journal_content/56/10171/3675051/ARTICLE-TEMPLATE</a></p> <p><a href="http://www.local.gov.uk/c/document_library/get_file?uuid=287a8af6-934c-4c81-a6df-a9dd78293c00&amp;groupId=10171">http://www.local.gov.uk/c/document_library/get_file?uuid=287a8af6-934c-4c81-a6df-a9dd78293c00&amp;groupId=10171</a></p> <p><a href="http://www.guardian.co.uk/local-government-network/2011/aug/24/shared-services">http://www.guardian.co.uk/local-government-network/2011/aug/24/shared-services</a></p> <p><a href="http://www.guardian.co.uk/housing-network/2011/jul/07/flawed-mantra-shared-services">http://www.guardian.co.uk/housing-network/2011/jul/07/flawed-mantra-shared-services</a></p> <p><a href="http://www.guardian.co.uk/local-government-network/2011/aug/15/councils-as-place-shapers?intcmp=239">http://www.guardian.co.uk/local-government-network/2011/aug/15/councils-as-place-shapers?intcmp=239</a></p>
<b>Key partners</b>	PCT, Sussex Police, East Sussex Fire & Rescue, Universities, other local authorities, private companies, third sector.
<b>Possible outcomes</b>	Better understanding of where council should be looking to share services, recommendation for sharing

	services with specific partners, principles upon which to base future service design.
<b>Timetable</b>	This would depend on the scope of the panel – it is likely to be a quite complex piece of work.
<b>Panel/workshop/referral</b>	
<b>Co-option(?)</b>	No.

## Summary of Shared Services

### City Property Group

The aim of the City Property Group is to identify joint working opportunities making the best, shared use of our estates. The group is made up of Brighton & Hove City Council representatives, as well as those from the NHS Trusts, the Fire and Ambulance Services, Sussex Police, Central Government Departments and the Universities with property interests within the city.

Other work has been undertaken as part of the SE 7 and with Sussex Police. Property and Design are also involved in a number of other initiatives with partners all aimed at sharing good practice, driving down costs and providing better services.

### IT Support

ICT is working with Southeast 7 (SE7) regional Chief Information Officers (CIOs) to collaborate on a number of technology workstreams. The ICT workstream is led by B&HCC through Catherine Vaughan but the individual packages of work are well spread amongst CIOs in the region. The two most important elements of the workstream are the creation of a “network of networks” and the procurement activity.

The Sussex LINK is a Sussex Wide public sector ICT consortium with BHCC and ESCC as Anchor Tenants for Sussex Police, ES Districts and Boroughs, Health, Fire & Rescue and HE. This partnership is driving opportunities for collaborative ICT Category procurement and removing the barriers to sharing services within our respective organisations. Current focus is on procuring a new Public Services Network that allows partners to join up communications between organisations whilst driving down the cost of commodity items.

### Benefits of sharing

- Increasing capacity
- Gaining access to a wider set of skills
- Economies of scale
- Increased purchasing power by aggregating procurement
- Increasing resilience in the context of continuity management
- Common systems and processes to support functions across a number of partner organisations (e.g. CRM)

### **City Intelligence Group**

The City Intelligence Group co-ordinates and delivers partnership intelligence and outcome measurement activities on behalf of Brighton & Hove strategic Partnership. The City Intelligence Group was mandated by the Public Service Board to prepare and manage the City Performance Plan and to manage the performance of thematic partnerships.

### **Analysis & Intelligence Network**

The Analysis & Intelligence Network helps to ensure that data, intelligence and relevant performance information are shared effectively between different organisations and partnerships. This allows organisations to develop a rounded view of the areas of strength and those that require improvement across the City. The purpose of the network is to:

- Facilitate effective communication between members
- Ease the process of finding the person that holds the data/information that you may need
- Maintaining a directory of analysts/researchers/performance specialists across the City
- Facilitating skills exchanges between members across the City