

Shared services across areas, tiers and partnerships

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The productivity challenge...

- Councils are facing significant challenges in the current financial and policy climate
- One solution (among many) is sharing services – it brings benefits of reducing costs and improving services, but also poses challenges
- New models of service delivery are also evolving including commissioning councils, social enterprises and even full mergers

Workstream aims:

- To demonstrate the scale of shared services activity already underway across the sector
- To assist Members and other decision-makers to understand the benefits of shared services and the benefits and pitfalls relating to different models
- To identify and celebrate innovative practice
- To identify barriers and burdens hindering sharing

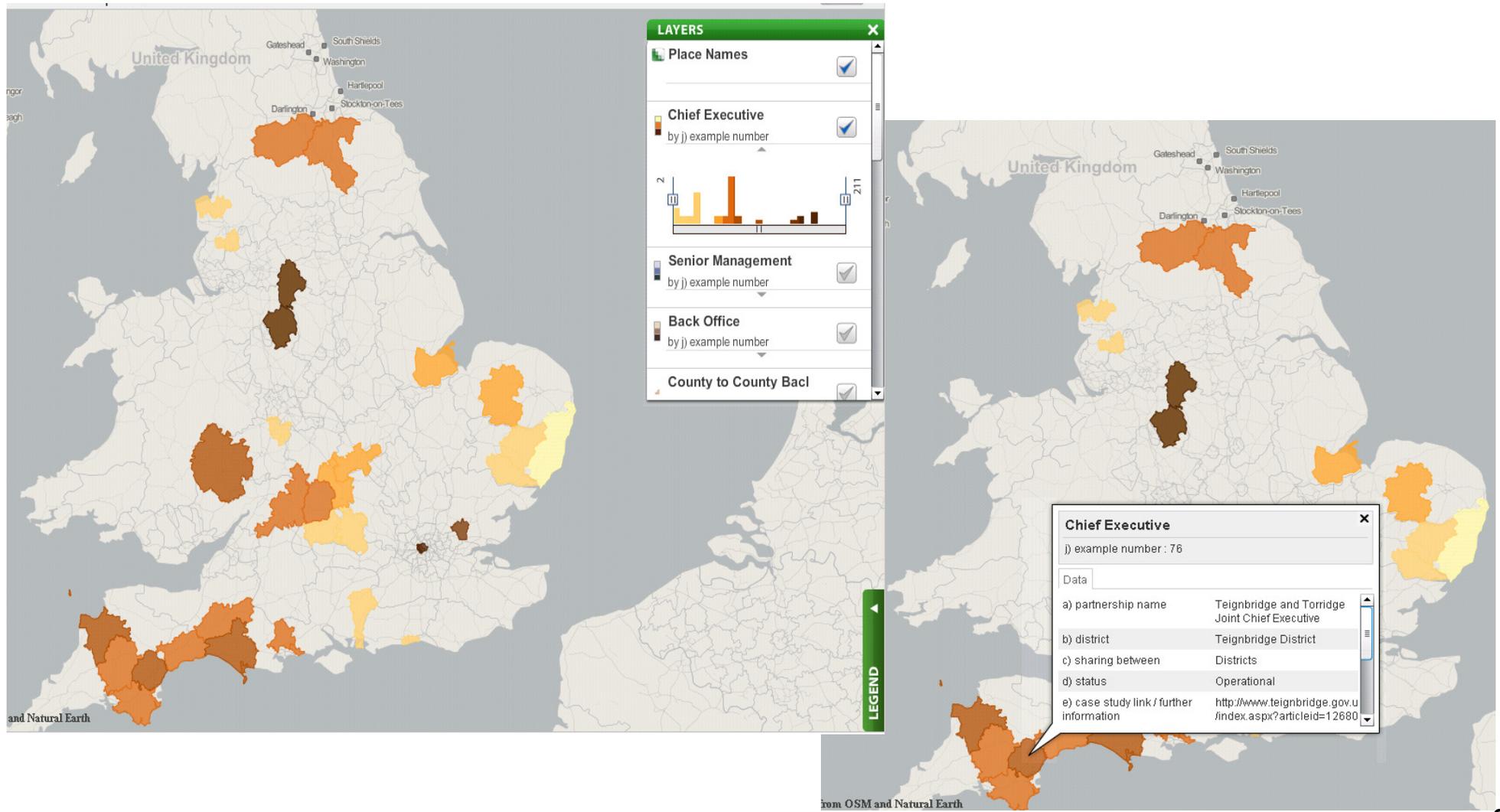
Sharing experience and future thinking

- Importance of leadership from the top
- Shared vision and trust
- Build political support within the Administration and amongst backbenchers
- Robust programme governance
- Manage the messages – staff, media, customers
- Consider different options and models
- Have a robust focus on change management
- Do things at pace

Workstream outputs

- **Compendium of activity**
So much in progress – and more each week – please let us know your examples...
- **Case studies**
What works and why
- **Shared Services Guide for decision-makers**
Sign-posting to guidance, examples and lessons learnt
Frequently asked questions

Mapping activity



Sharing specialists and expertise

- Northants/Cambridgeshire Joint Committee – one of the few county to county examples
- South West consultancy framework, supported by SW IEP projecting savings of £12m over three years
- East Midlands IEP's Lawshare delivered efficiencies of £4m so far, with 50 participating authorities, saving on average 20% on hourly legal costs

Sharing Front Office

- East Kent Authorities Shared Services Partnership – including ICT, contact centre customer services, revenues and benefits, residual housing services and building control. Savings of £7m expected
- Greenwich Front Office Shared Services – developing major new customer service centres with a mix of leisure, cultural, front and back office facilities

Focus on big spend areas

- Association of Greater Manchester Authorities – (including adult social care and children's services) aims to save £116m over 3 years through joint working
- SE7 – consortium of authorities using scale to reduce costs and improve services. Focusing initially on highways construction and maintenance; special education facilities; waste management; and information technology
- Essex Pan Public Sector Procurement Collaboration – sharing experienced staff, reducing duplication of effort, anticipated £20m savings pa
- SW Peninsula Group – joint commissioning of fostering and residential placements, saving £3m to date

Sharing across the public sector

- Herefordshire Council, hospital trust and PCT – potential savings of £4.3m pa. Further potential savings of c£890k pa from joint contract management and procurement

New models for service delivery

- **Easy council** - council provides a basic level of service, the customer pays for additional or enhanced services. Example: Barnet
- **Co-operative council** - council establishes a core set of co-operative principles, assesses all council services for the best delivery vehicle against these and agrees a 'contract for the place' to deliver public services. Example: Lambeth
- **Commissioning council** - council commissions services, and champions service users. The commissioning can be to the open market or to social enterprises, etc. Example: Solihull, Essex, Suffolk, Westminster
- **Enterprising council** - council establishes a large successful trading arm. Example: Norfolk, Kent
- **Decentralising council** - council devolves powers to neighbourhood and 'local' level. Example: Wiltshire

Key findings

Barriers are mainly cultural

- sovereignty, governance and accountability
- position, status, roles – managerial fears
- vision, trust and leadership – from the top

Don't get bogged down in the detail

- outline business case – not a detailed, micro assessment
- strong proof of concepts, headline benefits
- organic, incremental or transformational – what works for you

It's not just about savings – service improvements too

- value is in 'front office not 'back office'
- resilience, innovation and localisation
- career development

Current Shared Service Activity in Essex

Joint Management Arrangements

- Essex County Council and Brentwood Borough Council have shared their Chief Executive since 2007 – the first such arrangement in the country between a county council and a borough council
- In December 2010, a Memorandum of Understanding was signed by Essex County Council, Braintree District Council & Brentwood Borough Council to join up governance and supporting management arrangements – thought to be the first MoU in the country to involve both district and county councils

Shared Services – Regional Working

- Currently researching existing activity and identify where there is appetite, ambition and potential opportunity to develop horizontal integration of services and functions between ECC and other County Council partners outside of Essex
- Potential work being developed in Sustainability, Environment and Enterprise with Hertfordshire County Council

Current Shared Service Activity in Essex

Development of One Essex Shared Services

- Aims to build a pipeline of shared service opportunities across public sector in Essex: Essex County Council; 12 District and Borough Councils; Southend Unitary Council; Thurrock Unitary Council; Police Service; Fire and Rescue Service; 5 PCTs and other Health services.
- Essex Chief Executives' Association sub group identified 9 areas of opportunity that are currently being progressed:
 1. **Civil Parking Enforcement** – currently undertaking joint review funded by successful bid to Improvement East
 2. **Property Transformation** – currently undertaking joint review funded by successful bid to Improvement East
 3. **Procurement** – currently being reviewed by Jacobs Limited
 4. **ICT** – currently being reviewed by Jacobs Limited
 5. **Professional Services** – currently being reviewed by Jacobs Limited
 6. **Revenues and Benefits** – currently being reviewed by Jacobs Limited
 7. **Building Control** – currently being reviewed by Jacobs Limited
 8. **Operational Services including Waste** – currently being progressed by the existing ECC team
 9. **Regulatory Services** – currently being progressed by the existing ECC team

Workstream contacts and further info

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See our website and join the community of practice: <http://www.local.gov.uk/place-based-productivity>

Thank you