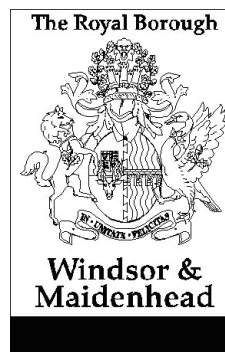


Report for: INFORMATION



Contains Confidential or Exempt Information	NO – Part I
Title	The Royal Borough Shared Services
Responsible Officer(s)	Alison Alexander, Managing Director and Strategic Director Adults, Children and Health
Contact officer, job title and phone number	Alison Alexander, Managing Director and Strategic Director Adults, Children and Health, 01628 796673
Member reporting	Cllr David Burbage, Leader of the Council
For consideration by	Cabinet
Date to be considered	28 January 2016
Implementation date if not called in	9 February 2016
Affected wards	All

REPORT SUMMARY

1. The Royal Borough has been sharing services, with a range of partners, since its establishment in 1998. This paper details the range of existing shared service arrangements and comments on future shared service arrangements.
2. With changes in Local Authority funding, it is important that the council continues to work efficiently in its use of finances. Through 'working together' with partners to share services, the council secures 'value for money' for residents, alongside continually equipping itself for the future changes to local authorities.
3. The paper recommends Cabinet notes the current arrangements and endorses officers continuing to explore opportunities for sharing of all services with partners.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Value for money for residents through economies of scale.	Ongoing
2. Increased resilience of service provision – through larger operation.	Ongoing

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. **Notes the level of shared service arrangements operated by the Royal Borough.**
- ii. **Delegate authority to Strategic Directors in agreement with Lead Members to continue to explore opportunities for shared services.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 Shared services enable the council to maximise its resources, secure resilience in service provision and provide for increased innovation. In 1998, the Council was formed with nine shared services arrangements:

- Landfill.
- Landfill.
- Berkshire Adoption.
- Coroner Service.
- Lord Lieutenant Service.
- Modern Records.
- Sensory Consortium Service.
- Winter Maintenance Forecasting.
- County Archivist / Berkshire Archives.

2.2 The Council, in its commitment to secure resident focused value for money has increased the number of services it shares since 1998. Currently services are delivered through shared arrangements at a cost of £4m plus BCF for 28 service areas, see table 1.

Table 1: Shared service arrangements

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
1.	Landfill Site, London Road, Bracknell	Six Berkshire authorities	Since 1998 No present end date	To provide a cost effective landfill site (landfill gas and leachate)	Split of costs based on how much waste deposited from each Unitary. RBWM cost £51.7k.
2.	Landfill site, Lower Way Tip, Thatcham.	Six Berkshire authorities	Since 1998 No present end date	To provide a cost effective landfill site.	Cost is around £4K per annum.
3.	Berkshire Adoption Advisory Service – to provide advice and support to adopters, including training and consultancy.	Six Berkshire authorities – RBWM hosts the service.	April 1998 – no prescribed end date	To secure cost efficiencies and better service quality.	Overall combined cost in 2015-2016 is £303K, RBWM's share is £45K

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
4.	Coroner Service	Six Berkshire authorities – Reading is the lead authority.	1 April 1998 – no end date prescribed.	To secure cost efficiencies	Overall combined cost in 2015/16 is £1.3m, RBWM's share is £201K.
5.	Lord Lieutenant – appointed by the Queen to be her personal representative in Berkshire. Assisted by the Vice Lord-Lieutenant and by Deputy Lieutenants (currently 29 in Berkshire).	Six Berkshire authorities - Bracknell Forest currently the Clerk to the Lieutenancy. The office is based at the Berkshire Records Office.	1 April 1998 - no prescribed end date.	To provide Lord Lieutenancy function for Berkshire.	Overall combined cost in 2015/16 is £61K, RBWM's share is £11K.
6.	Modern Records – to provide a Records Service to manage the records which existed prior to the dis-aggregation of Berkshire County Council and the establishment of the Archive Service.	Six Berkshire authorities – Reading is the lead authority.	1 April 1998 – no end date prescribed.	To provide a single service for records relevant to social care and personal data that has a long 'closed file' life.	Overall combined cost in 2015/16 estimated to be £146K, RBWM's share is £27K.
7.	Sensory consortium service – to provide a specialist education support service to support children and young people with a hearing and/or visual impairment from diagnosis to entry into the workplace	Six Berkshire authorities – RBWM hosts the service.	Since 1998 current agreement April 2013 – March 2016. Joint Management Group has agreed an extension to April 2017 to enable a robust review of the service starting late December 2015 and concluding by March 2016. A re-scoping exercise will follow for implementation in April 2017	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £1.5m, RBWM's share is £183K.

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
8.	Winter Maintenance Forecasting – to provide weather forecast for winter service.	Six Berkshire authorities	1998 original rolled over from Berkshire CC. Contract commenced in 2010, due for renewal or extension in 2016.	To secure a more cost effective service when purchased as a group and provide a consistency of service.	Overall combined cost is £47K, RBWM's share is £8K per annum.
9.	Archives – to fulfil the statutory duty for care of historic public records.	Six Berkshire Authorities – West Berkshire is designated 'Archives Authority' for Berkshire and the service is managed on behalf of West Berkshire by Reading.	Started in 1998 the joint arrangement is governed by a 15 year legal agreement – renewed in 2013 and due to expire on 31 March 2028.	To enable the Royal Borough to fulfil its statutory duty for the care of historic public records.	The costs of the service split according to Council Tax Base and are uplifted by 6% which is retained by Reading to cover corporate costs. The estimated cost for 2015-16 is £156K
10.	Berkshire Equipment Store – to purchase equipment for children and adults with disabilities.	Six Berkshire authorities and the Clinical Commissioning Groups.	Started in 2004 – current contract expires March 2017	To secure cost efficiencies.	RBWM contribution £500k
11.	Chalvey Civic Amenity Site – Slough	Slough Borough Council	At least ten years, historic arrangement – reviewed each year.	To provide a convenient civic amenity site closer to residents.	Cost is around £240k per annum
12.	Library Management System – computerised catalogue and loans record system for Borough libraries stock and customers	10 South East and London public library authorities in membership of the SELMS consortium. (Milton Keynes, Buckinghamshire, Hertfordshire, Camden, Richmond, Slough, West Berkshire, Brighton & Hove, Kent, Medway) RBWM is the lead administrative authority.	Started in 2006. Current contract due to expire in 2017 but the Consortium Board has just agreed to seek a new extension for two years (plus up to a further two years) to 2021, subject to approval under each authority's standing orders/constitution/ procurement regulations.	To provide a better and more cost effective service to residents.	Library members are given shared access to resources and the ability to borrow and return loaned items from any of the libraries in the consortium using their local ticket. Costs to RBWM are lower due to sharing being based on population. Estimated total cost for 2015/16 is £25K.

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
13.	Shared health and safety manager	Slough, Reading and Oxford City	Started April 2010. No formal end date – subject to 3 months notice by either party.	To enable shared learning across four authorities; secure greater resilience by access to a wider team; provide shared policies – only need to be written/updated once.	£20,000 per annum paid to Reading
14.	Swift Lane Waste Amenity Site, Bagshot, Surrey	Surrey County Council	Since 2011 – reviewed each year.	To provide a low cost, effective, civic amenity facilities closer to Ascot & the Sunnings.	Cost is around. £15-£20k per annum
15.	Shared Legal Solutions – for the majority of non-adults/ children’s specialist legal advice to the Borough.	Wokingham Borough Council. Slough Borough Council Team also sells services to range of schools, academies and parish/town councils within RBWM, WBC and West Berkshire	1 June 2011 – 31 May 2016.	To share the overall costs and increase the critical mass of the legal team available through a shared resources to Boroughs.	Original combined cost of £2.1m prior to 2011 to £1.4m in 2014/15. Hourly rate has reduced from £68 per hour (11/12) to £56 per hour (14/15), due to increase in external income. Projected year end cost for 2015/16 for RBWM is £900K.
16.	Emergency duty team – to provide an out of hours service for adults and children’s social care services.	Six Berkshire authorities – Bracknell provides the service.	February 2012 – 31 March 2015. Contract extended to 31 March 2016 pending substantial review of the service. Negotiations ongoing.	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £980K, RBWM’s share is £158K.
17.	Berkshire Public Health – to share a Director of Public Health, Contracts and Shared Service Team.	Six Berkshire authorities.	April 2012 – review 2017 or earlier by agreement. RBWM reviewed and confirmed intention to remain 2014.	To secure cost efficiencies and better value in contract monitoring.	RBWM contribution £142k

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
18.	Community Learning and Skills Service – to provide adult learning courses.	Slough Borough Council	September 2012 – no prescribed end date.	To secure better local services, including more learners, more relevant learning and higher quality of teaching and learning under better management.	The service is “self funded” through funding secured from the Skills Funding Agency
19.	Trading Standards – Petroleum Licensing Services – to provide statutory inspections of petroleum stations to enable permits to be issued.	Slough Borough Council – RBWM provides the service.	Since 2013 – reviewed annually	To provide a small income generation with no impact on RBWM services	Generates an annual income of £2,000
20.	Childcare Lawyers – to provide specialist legal services for children’s and adults social care services.	Six Berkshire authorities – Reading provides the service.	July 2013 – no prescribed end date, rolling agreement. Notice given to end the agreement on 31 March 2015.	To secure cost efficiencies.	Overall combined cost in 2015-2016 is £4m, RBWM’s share is £360K.
21.	Health and Safety Advisor	Reading	January 2014. No formal end date – subject to 3 months notice	To provide a low cost health and safety service	£19,500 received from Reading
22.	Audit function – to provide audit and investigation services across both Boroughs.	Wokingham Borough Council. Team also sells services to Bracknell, Reading and Oxfordshire	October 2014 – October 2019.	To secure cost efficiencies	£457K
23.	Adopt Berkshire – to provide a specialist service for the recruitment, assessment and approval of adopters and family finding for those children needing adoption.	RBWM, Bracknell Forest, West Berkshire and Wokingham – RBWM hosts the service.	December 2014 – no prescribed end date	To secure cost efficiencies and better service quality.	Overall combined cost in 2015-2016 is £630K, RBWM’s share is £190K

No	Service area and purpose	Partner(s)	Date arrangement started and end date	Why share	Value of service
24.	Better Care Fund – pooled budgets with CCGs to improve services for older people.	Clinical Commissioning Groups.	April 2015 - to finish complete integration of health and social care in 2020.	To maximise efficiencies and secure more local integration of adult social care and health services locally	£9m between local authority and CCGs.
25.	Building Control – to provide Building Control services across both Boroughs.	Wokingham Borough Council Could become a four way partnership with two other authorities.	April 2015 – 31 March 2020. Parties may give 12 months' notice to terminate after 1 June 2019.	To secure cost efficiencies	£100k
26.	Building Services – to manage capital projects and provide building services consultancy to both authorities	Wokingham Borough Council	January 2016 - 5 years and 3 months term starting 1 January 2016, ending on 31 March 2021. Parties may give 12 months' notice to terminate on 31 March in any year.	To secure cost efficiencies	Cost dependent on value of work commissioned
27.	Waste and Minerals – to co-ordinate sub regional minerals and waste strategy	Reading, Slough, Bracknell and Wokingham	Ongoing	To ensure a coordinated approach.	£60k
28.	Schools Library Service – to provide a library service for schools	Service is run by Bracknell Forrest but Royal Borough schools can choose to buy it or not.	Service was run by Berkshire at the time of disaggregation and seeks annual or less frequent sign-up direct from schools.	This is a 'self-funding' joint arrangement	The budget for Schools Library Services was devolved to schools several decades ago. Price bands are related to age and number of pupils.

2.3 In addition to the current shared service arrangements, exploration is taking place with a range of partners on sharing, at least 15 service areas, see table 2.

Table 2: Shared services being explored

No	Service area	Partner(s)	Date arrangement proposed to start	Value of service
1	Berkshire Finance – business case prepared by RSM Tenon. Next stage development of a detailed business case by 1 May 2016.	Possible all six Berkshire authorities	May 1 2016 if business case is approved	Still to be set

No	Service area	Partner(s)	Date arrangement proposed to start	Value of service
2	Learning Disability – to share resources and approach to commission and provide better services for high need LD people within Berkshire.	Six Berkshire authorities	April 2016 - Subject to agreement.	Tbc but will use existing funding for placements.
3	Regional Adoption Agency – to create a regional adoption agency building on the success of Adoption Berkshire.	Adopt Berkshire (Bracknell Forest, RBWM, West Berkshire and Wokingham), Reading, Oxfordshire County, Milton Keynes, Slough, The Cornerstone Partnership – a social enterprise company	The current plan is that the new Regional Adoption Agency is initially based on the current model of Adopt Berkshire and there will be phased development considering Reading and Slough during phase one. A transition plan will be in place by March 2016 but there is currently no date by which the Agency must 'go live'. The Government expects Regional Adoption Agencies to be fully implemented by 2020	Tbc
4	Children's Services	Tbc	April 2017 – currently reviewing option to establish stand alone organisation. A shared arrangement could be viable.	Tbc
5	Adult social care	Tbc	Date tbc. Exploration of further integration with Health – the two CCG's. Alternatively partnering with a provider of adult social care, with another Berkshire authority.	Tbc
6	HR functions	West Berks; Wokingham	Tbc – initial discussions taken place regarding potential in two aspects for sharing: 1. Services to schools. 2. Learning and development. 3. To review the contracts we have, and aligning these wherever and whenever practical. To be followed up with working groups in each of the 3 areas identified.	Tbc
7	IT	Tbc	Exploration to begin either elements of (user support / helpdesk functions, systems admin, management or the whole service including infrastructure costs / shared systems.	Tbc

No	Service area	Partner(s)	Date arrangement proposed to start	Value of service
8	Customer Services	Tbc	Shared contact centre (one number for Berkshire), could be viable.	Tbc
9	Revs & Bens	Tbc	Whole service covered by the Finance shared services work.	Tbc
10	Libraries	Tbc	Shared buildings on boundaries not just shared resident access, might be viable.	Tbc
11	Environmental Health and Protection Services	Tbc	April 2017 – currently reviewing option to deliver differently.	Tbc
12	Parking Enforcement	Tbc	April 2017 – currently reviewing option to deliver differently.	Tbc
13	Emergency Planning	Tbc	A shared arrangement could be viable	Tbc
14	Highways & Transport	Tbc	Management and Functions. April 2017 – currently reviewing option to deliver differently.	Tbc
15	Streetscene	Tbc	April 2017 – currently reviewing option to deliver differently.	Tbc

- 2.4 Alongside the commitment to share services, The Royal Borough is actively engaged with the other five Berkshire authorities exploring opportunities for devolution in response to the ambition of central Government. The work began in May 2015, steered from the Berkshire Leaders and Chief Executive Groups. Whilst not a formal shared service – it will influence the future exploration of shared services.
- 2.5 The work is exploring opportunities for what services might be better delivered through devolvement, either by way of a shared service approach or potentially a new Combined Authority approach. The range of the services being considered for developing currently includes strategic planning, economic development, transport, housing and skills. Other services such as adults social care might be considered at a later stage. The project cost £12K per Local Authority in the current financial year.
- 2.6 The option recommended ensures that the council continues to maximise resource and secures resilience services, see table 3.

Table 3: Options

Option	Comments
Continue exploring shared services arrangements.	Sharing services increases mileage of social services and cost to the Local Authority.
Recommended option	
Not to continue sharing services or exploring future options.	I would be inefficiency to not continue.

3. KEY IMPLICATIONS

- 3.1 Success in delivering shared service will be measured through a number of defined outcomes, see table 4.

Table 4: Defined outcomes

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Number of new shared services in place from 2014-2015 baseline of 23.	<3	3-5	6-8	>8	30 April 2017
Costs reduced from 2014-2015 baseline.	<6%	6%	6-7%	>7%	30 April 2017
Improved service delivery from 2014-2015 baseline based on % of relevant key performance indicators achieved.	<95%	95%	96-99%	100%	30 April 2017

- 3.2 There are eight specific key performance indicators that relate to the 28 shared service areas:

Public health

- Number of people taking up health checks.
- Number of residents who quit smoking for at least 4 weeks.
- Childhood immunisation - MMR2, measles, mumps and rubella.

Adopt Berkshire

- Children waiting with a placement order not yet placed with an adoptive family.
- Average time between a child entering care and moving in with their adopted family.
- Approvals of adopters made within six months of registration.

Libraries

- Library and museum income.

Waste

- Percentage of households waste sent for reuse, recycling, energy recovery and composting.

4. FINANCIAL DETAILS

Financial impact on the budget

4.1 The current value of shared services is £4m excluding the £9m BCF. There are no new financial implications of this report. All financial implications are identified in the Cabinet report seeking approval for specific shared services.

5. LEGAL IMPLICATIONS

5.1 The Council has the power to enter into shared service arrangements under s101 of the Local Government Act 1972 in relation to Council functions or Local Government Act 2000 for executive functions. Any specific restrictions, relevant legislation or other guidance will be identified in the Cabinet report seeking approval for the specific shared services.

6. VALUE FOR MONEY

6.1 Each service area that is shared by the Council is assessed separately for value for money and the implications are identified in the Cabinet report seeking approval for the specific shared services. .

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None

8. RISK MANAGEMENT

8.1 The risks associated with any shared services proposals are identified in the Cabinet report seeking approval for the specific shared services.

9. LINKS TO STRATEGIC OBJECTIVES

9.1 Shared service arrangements are in line with all the four of the council's strategic priorities: Residents First; Value for Money; Working Together and Equipping ourselves for the Future.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 No equalities impact required.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None.

12. PROPERTY AND ASSETS

12.1 None.

13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

14.1 The report will be considered by Corporate Services Overview and Scrutiny Panel.

15. TIMETABLE FOR IMPLEMENTATION

15.1 The timetable for implementation of any shared services is detailed in the Cabinet report seeking approval for the specific shared services.

16. APPENDICES

16.1 None.

17. BACKGROUND INFORMATION

17.1 None

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader	30/12/15	05/01/16	Included
Simon Fletcher	Strategic Director Operations & Customers	30/12/15	05/01/16	Included
Russell O'Keefe	Strategic Director Corporate and Communities	30/12/15	05/01/16	Included
Andrew Brooker	Head of Finance	30/12/15	05/01/16	Included
Sean O'Conner	Shared Legal Solutions	30/12/15	05/01/16	Included
Michaela Rizou	Cabinet Policy Officer	30/12/15	05/01/16	Included
External				

REPORT HISTORY

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Alison Alexander	Managing Director and Strategic Director Adults, Children and Health Services	01628796673