

Appendix F: Scope and Implementation

This document provides a short summary of the implications and key principles for scope and implementation associated with each of the scenarios reviewed in the business case.

Scope

The financial scenarios presented in the business are based on two different approaches to scope. The inclusion of back office or support services only, in scenarios 1 and 3, and the inclusion of all services within scope for potential joint working in scenarios 2 and 4.

- | | | |
|---------------|--------------------------|-----------------------------------|
| • Scenario 1: | Shared services approach | support services/back office only |
| • Scenario 2: | Shared services approach | all services in scope |
| • Scenario 3: | Confederation approach | support services/back office only |
| • Scenario 4: | Confederation approach | all services in scope |

Clearly greater financial savings can be accessed if all services are considered within scope (within either a traditional shared service or a confederation approach). However it must be noted that putting all services within potential scope is not a decision to undertake any form of joint working in all services. Rather it provides an opportunity to consider potential for collaboration in any service area with any decisions to progress subject to a further business case for consideration by Members.

Implementation

The following bullet points outline key requirements/considerations in terms of implementation and give potential timelines:

- If Members wish to pursue a confederation approach public consultation will be required and a full and final business case developed to reflect any issues emerging from this consultation.
- If consultation is required it will take place between the councils' meetings in December and the end of January 2015.
- If Members receive a full and final business case it will be at the councils' meetings in February 2015.
- If Members decide to pursue a confederation in February 2015 it has been recommended that any change is implemented on an incremental basis.
- If Members wish to pursue the confederation approach it has been recommended that business cases are brought forward for support/back office services first. This is due to the fact that there is a well-developed track record of joint working and alternative service delivery models in these areas with opportunities to learn from best practice and that these services are not front facing and therefore change has a lower impact on local residents/service users.
- All decisions to undertake collaborative working in any service area will be made by Members on a service by service basis with service specific business cases to be developed.

- Members will take the final decision on how services will be delivered. If it is decided that some form of alternative delivery model (e.g. a local authority owned company) is used it has been recommended by our legal and financial advisors (Trowers & Hamlins and KPMG) that to minimise risk services should be delivered in a joint/shared service environment before being spun out into an alternative operating model. This decision to spin out could also be subject to further Member review via a business case. A set of criteria will be developed which will ensure that no joint/shared service is spun out before it is ready.