

# Creating Central Bedfordshire

## Shared Services in Bedford and Central Bedfordshire

Last update: 27 May 2008

The potential for shared services set out below is an initial list requiring further detailed work before conclusions are reached. This work will be carried out by Officer Service Groups (OSGs) and Service Design and Implementation Teams (SDITs) from Central Bedfordshire and Bedford Borough respectively.

For any service not listed here the assumption should be that it will be disaggregated between Bedford and Central Bedfordshire.

	Service	Lead Officers	Proposed Way Forward	Review Year			
				08/09 0	09/10 1	10/11 2	11/12 3
	<b>Services to be shared</b>						
1.	Child and Adolescent Mental Health	John Dean Shaun Field	There are two options with this service, but the favoured one is initially for the PCT to run as a shared service, and to include adult mental health, then to review in Year 2.				
2.	Archaeology	Gary Alderson Stewart Briggs	Albion Archaeology operates as a commercial trading unit and is a separate service area to the Heritage and Environment Service of BCC. The latter provides archaeological advice to the local planning authorities and houses the Historic Environment record. As Albion operates within the commercial sector, it has always been important to				

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			make a clear distinction between the provision of planning advice and the provision of an arm's length service to developers. At this stage there appear to be financial benefits in keeping a single team together to maximise income and resilience to market fluctuations. It is therefore proposed as a shared service with Central Bedfordshire as the host. Further work needs to be done to develop this proposal and in particular to examine more closely the relationship with the Heritage and Environment service.				
3.	Archives	Roy Waterfield	This should be shared and hosted by Bedford, while remaining located in County Hall – with SLA with Central Bedfordshire- managed within cultural services.				
4.	Youth Offending	John Dean Shaun Field	In principle agreement to remaining a shared service; the host authority is to be discussed as part of on going negotiation with Bedford Borough.				
5.	BDAAT	Tony Keaveney Shaun Field	Original position was for the BDAAT to be transferred to the PCT, but to deliver in both authorities. Review in Year 2.				

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6.	Registration of Births, Marriages and Deaths	Roy Waterfield	Good opportunity for sharing, though currently clustered with Trading Standards. There are two options for hosting: a) either Bedford, as the Superintendent Registrar is based in Bedford and could simply manage the assistants based in CB; b) host in CB, as CB will get the larger share of the Trading Standards team – and they multi- task on registration.				
7.	Adoption and Fostering	John Dean Shaun Field	Proposed as a shared service, as this is a small, specialist service. Need to review in Year 2.				
8.	School Transport Services	John Dean Shaun Field	Shared service – but need to review in year 2. Bedford Borough to host.				
9.	Pension Fund	David Sutherland Phil Simpkins	Not strictly a shared service nor one that may be disaggregated. One authority (either Bedford Borough, Central Bedfordshire or Luton) will be required to act as the administering authority for the Bedfordshire Pension Fund currently administered by BCC. Running expenses are a charge to the fund and not an authority's General Fund therefore there are no adverse financial implications of being an administering authority. Current staff and systems are all based in Bedford and are relatively self-contained and this is a reason for Bedford Borough (subject to their agreement) to take on the administering role. Member governance				

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			arrangements will need to be adjusted to reflect the nature of the new unitary structure in the County. Members of the Corporate Resources TTF were content to proceed on this basis.				
10.	Procurement	David Sutherland Phil Simpkins	There is potential for this, essentially, back office function to be as lean as possible. As in the case of payroll (see line 39) procurement is part of the integrated SAP system and there would be benefits for this to continue. Bedford Borough has not yet expressed a view but it is likely that either new authority would be able to host a joint procurement function. Corporate Resources TTF members were reassured that a joint arrangement would not fetter either party being able to specify what actually needed to be procured and from whom. Savings realised would need to be demonstrated and performance reviewed after two years of operation.				
11.	County Music Services	Roy Waterfield	Involves 200 tutors. Should be a shared service. Officers recommend that Bedford hosts, with SLA to CB (cultural services). A trust option is currently being considered.				

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12.	Countryside Access/Rights of Way	Roy Waterfield	This is located within Countryside services at BCC, with almost 90% of the estate located in CB. It is therefore recommended that CB hosts a shared service. It is proposed that it is located within a countryside unit, with play, leisure and open space, but this proposal must await the senior management structure decision. It would also involve managing some countryside partnerships (e.g. the Greensand Trust).				
13.	Minerals and Waste Planning	Gary Alderson	This is currently run by the County Council, with the team delivering the service to Bedfordshire and Luton. The team are working towards the completion of the Bedfordshire and Luton Minerals and Waste Development Framework. This includes a Core Strategy and Site Allocation Development Plan documents, all of which are due for adoption by 2010. It is common ground between the authorities, and strongly supported by GO-East, to proceed to completion on the current boundaries. This approach was also supported by the TTF. It is proposed that this service is shared with a review in 2010 (year 2). As the majority of sites covered by the team are in Central Bedfordshire it is proposed that CB should host the shared service.				
14.	Director of Public Health	Tony Keaveney Shaun Field	It is proposed to share the appointment of Director of Public Health and the statutory Complaints Officer for Adult Social Care.				

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15.	Beds and Luton Mental Health and Social Care Partnership Trust	Tony Keaveney Shaun Field	See 1 above.				
16.	Domestic Violence Partnership	Roy Waterfield	At a meeting of the Domestic Violence Partnership Chief Officers' group in April, it was resolved that the DV team should serve both unitaries and be hosted by one of them. CB officers expressed a preference to host.				
17.	Coroners service		This service is mentioned in the staffing regulations. Affected authorities are to maintain existing coronial districts.				
18.	Local Safeguarding Children's Board	John Dean	County officers propose that this remains a County wide statutory Board. This would be more convenient for partners. Review in Year 1.				
19.	Printing team		This is a small unit, currently located within County Hall with a contract running until March 2012. It is recommended that this service should be shared, with no preference as to the host.				

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	<b>Hybrid – some aspects would be shared</b>						
20.	Libraries	Roy Waterfield	Officers recommend a centralised procurement unit, hosted by Bedford, with an SLA for CB. The 13 CB libraries would be locally managed within Cultural Services. (A paper will be available by 4 June 2008)				
21.	Waste Disposal	Roy Waterfield Shaun Field	In accordance with the bid document, all four authorities have agreed that this will be a hybrid of shared and individual services. HWRCs (tidy tips), recycling of glass, processing of food waste and on-farm composting facilities will be operated separately. The CHP and Power/Energy from Waste Plant with residual to landfill (CB) and Elstow Material Recovery facility/Transfer station (BB) will be operated as shared services with a recharge based on tonnages. Whether waste disposal up to the opening of the EFW/CHP is a shared service will depend on the outcome of the tendering processes currently underway. The arrangement to deliver residual waste from SB at the Luton Borough Council station, will continue.				

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22.	Internal Audit / Risk Management / Health & Safety	David Sutherland Phil Simpkins	There is potential for creating a pan Bedfordshire (including Luton) Internal Audit Service but, in the first instance, to ensure that governance structures have appropriate access to dedicated support both new authorities would want dedicated Internal Audit management support. It is, however, possible to share audit specialist support e.g. computer and contract audit staff and other related skills such as risk management, insurance and health and safety. It is proposed that staffing structures will be co-ordinated to ensure that specialist staff are identified and shared across two or more authorities. Corporate Resources TTF was particularly concerned that appropriate advice for the new Audit Committees should be readily available and is, therefore, content with this way forward.				
23.	ICT	Rob Wood Phil Simpkins	It is proposed that ICT should be organisation based and not shared. There may be elements of ICT (e.g. software systems) where it is pragmatic, efficient and economic to share and these will be pursued on an individual basis as part of service design. The ICT OSG will closely co-ordinate this activity in conjunction with Bedford Borough staff. The Corporate Resources TTF is content with this approach.				



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24.	Legal Services	Barbara Morris Phil Simpkins	No overall sharing of legal services management is proposed but some discrete specialist advice services that would not be economic to disaggregate should be considered e.g. Education, Adult Social Services and Children Services. This could be achieved on a hosting basis with strong service level agreements. Corporate Services TTF having expressed some concern about current service arrangements was content with this approach and suggested that all shared (or not disaggregated services) should be reviewed in year 2 of operation.				
25.	Property Management	Tim Chaple Trevor Roff	Possible conflict of interest and priorities if strategic management of property services was to be shared. Maintenance arrangements for BCC are currently outsourced and this, in the view of the Corporate Resources TTF should be continued.				
26.	Human Resources	Martin Williams Roland Simmons	Human Resources can be divided into two parts: Strategic advice and support that both authorities are likely to keep as small retained units and a transactional element e.g. recruitment & selection, learning & development, school support and payroll input. The transactional elements could easily be shared, in the first instance (particularly if a common system was chosen) and possibly outsourced later. The Corporate Resources TTF was content with this approach.				

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	<b>Services not to be shared</b>						
27.	Housing Benefit Administration	Clive Jones Phil Simpkins	Not shared.				
28.	Council Tax Administration	Clive Jones Phil Simpkins	Not shared.				
29.	Trading Standards	Roy Waterfield Stuart Briggs	This is proposed as a disaggregated service. The County head of service would like the opportunity to present a case for a shared service, and therefore the TTF will hear both arguments at its meeting on 4 June 2008. If disaggregation were confirmed, officers recommend that the service sits within Community Safety/Public protection, pending decisions on structures and units.				
30.	Economic Development, Regeneration, Tourism	Gary Alderson Trevor Roff	Not shared.				

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31.	Local Development Framework	Anne Brereton	The LDF for South Bedfordshire is being prepared on a joint basis with Luton Borough (and BCC) for the Luton and South Bedfordshire Joint Committee. There is a joint technical officer unit with a joint budget made up pooled general fund revenue and Planning Delivery Grant contributions. The joint technical unit also provides policy advice to development control officers in each authority. It is proposed that this joint arrangement will continue with LBC to enable the Core Spatial Strategy and key Local Development documents for Luton and South Bedfordshire to be adopted, during which time a decision will be made regarding future LDF arrangements and resources.				
32.	Housing	Tony Keaveney Stuart Briggs	Not shared				
33.	Supporting People	Tony Keaveney Shaun Field	In view of the likely removal of the ring fenced grant from April 2009, it is proposed that the Supporting People programme administration be integrated into mainstream supporting activities in Central Bedfordshire.				
34.	Leisure	Roy Waterfield	Not shared. Current discussions on development of CB unit with countryside, cultural services, community learning, sport, etc.				

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35.	Licensing	Roy Waterfield	Not shared.				
36.	School Improvement	John Dean Shaun Field	Not for sharing.				
37.	Building Schools for the Future	John Dean Shaun Field	Only impacts on Bedford in the immediate future. CB needs to consider for the medium term				
	<b>Further work needed</b>						
38.	Emergency Planning and Local Resilience	Gary Alderson David Logan	GA to discuss further with Interim CX, D. Logan and BLLRF.				
39.	Payroll	David Sutherland / Martin Williams Phil Simpkins	Payroll at BCC is fully integrated with the human resources, procurement and financial management system (SAP). It may not be prudent or economic to revert to non-integrated systems in the future. BBC currently run payroll services for MBDC and a number of other public service bodies using a different software system. Officers are reviewing both systems but it is likely that the integrated SAP system currently run by BCC will be the most appropriate system for Central Bedfordshire. SERCO currently operate two contracts for BCC – payroll services (5 years from Oct 2007) and second line SAP technical support. Central Bedfordshire is likely to need similar contracted services should SAP be the chosen system and preliminary negotiations with SERCO have been positive. In summary, there is no reason why payroll should not				

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			be delivered as a shared service but this will probably be dependant on the system chosen. Bedford Borough has not, at this stage, indicated a preference. The Corporate Resources TTF's view was that Central Bedfordshire should use an outsourced payroll provider and there was compelling reason to continue with SERCO. The case for SAP had been made (subject to final evaluation) and Bedford Borough should be invited to share on that basis. This could be reviewed again in 20010/11 immediately prior to end of SERCO's current contract.				
40.	European Social Fund Co-Financing	Gary Alderson	Options to be explored – awaiting input from the County.				
41.	Transportation Services and Highways	Roy Waterfield Stuart Briggs	This service represents four distinct parts: the Amey Highways contract, Integrated Passenger Transport Unit, Parking, Traffic and Road safety and Operational Highways policy. There needs to be discussion between the three authorities on status and performance of the Amey Highways contract.				
42.	Heritage	Gary Alderson	Potential identified but further work needed.				
43.	Creative services / marketing	Richard Ellis	Potential identified but further work needed.				

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44.	Customer contact	Clive Jones	This will be dependent on the outcome of the accommodation and ICT debates. <i>CJ to produce a set of options and recommendations.</i>				
45.	Casualty Reduction Partnership	Roy Waterfield	Potential identified but further work needed.				
46.	Local Adult Safeguarding Board	Tony Keaveney	Potential identified but further work needed.				
47.	Teenage pregnancy	John Dean	Likely to be a shared service run by the PCT.				
<b>Transitional arrangements</b>							
48.	Special Education Needs	John Dean Shaun Field	This is a small specialist service, but costs and political profile counter the argument for sharing it. BCC recommend it remains a county wide service along with other specialist education services, but the view from the TTF is for segregation on Day 1 with respect to most of the service.				

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49.	Adult Social Care	Tony Keaveney Shaun Field	On the one hand the costs are high and demand led, and therefore the service is likely to produce the most significant calls on the budget. This suggests a disaggregated service. On the other hand, the specialist services will be expensive to duplicate, and savings have to be made. The TTF has discussed the options and supports the proposals for a segregated service. The proposal is for the policy development team and commissioning unit to be disaggregated.				
50.	Partnership Team (LSP / Community Strategy / LAA)	Roy Waterfield Shaun Field	Initial sharing of the small officer team of two, but agreement has been made to create a CB LSP with its first meeting early in 2009. It is intended to create two LAAs from 2009/10.				
51.	Children's services; youth inclusion and Strategy & commissioning services	John Dean	The TTF are recommending that there should be a CB Children's Trust established by April 2009, and that Commissioning should initially be shared, but with planned disaggregation by April 2011. For further information Members are referred to the TTF report on the detailed analysis and recommendations for these services				

Other shared and 'corporate' services not specifically highlighted will be considered in due course as they became apparent. Such services may include:

- a) The Outward Bound Centre in Wales
- b) Ceremonial matters e.g. support for Lord Lieutenant