

# The start of something Big!

## An overview of shared services developments across local authorities in England

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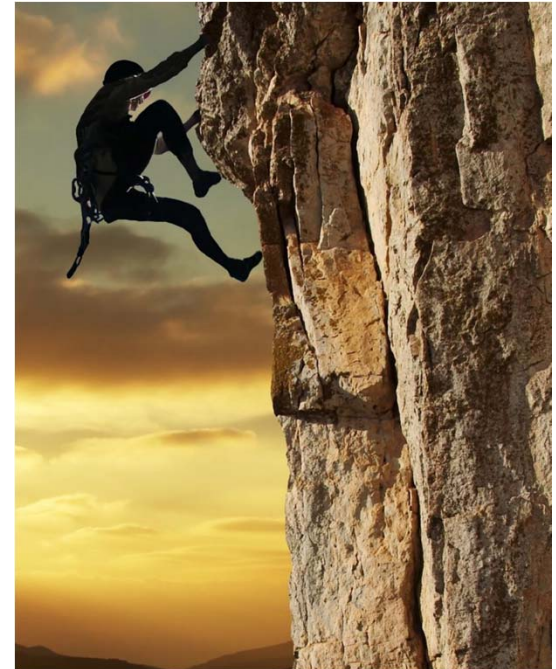
ICMA Conference Presenter



# The Challenges Ahead

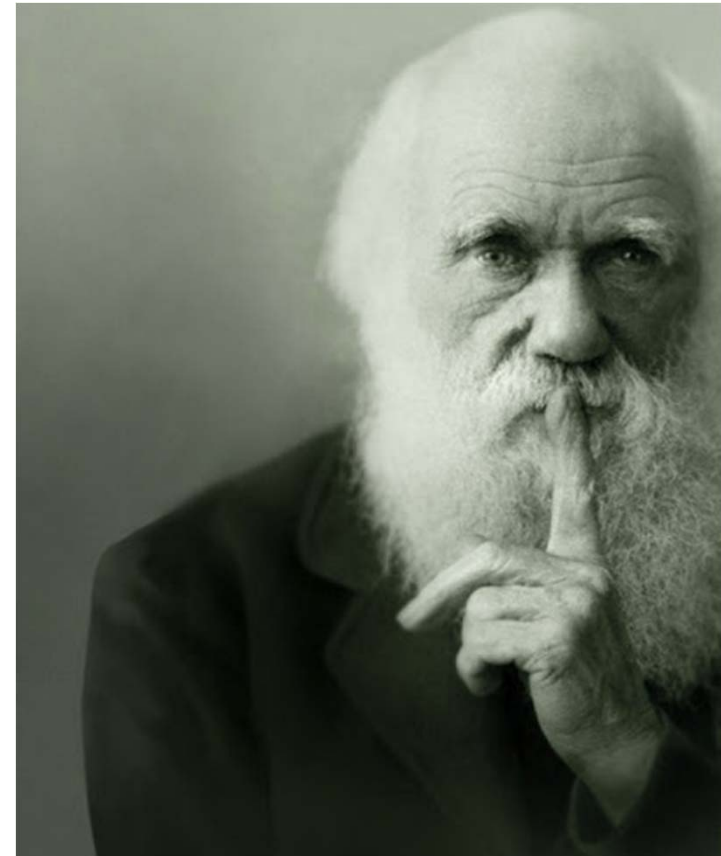
“Local authorities are under no illusion about the challenges ahead, which demand alternative ways of operating and rapid transformation now.

But convincing people that this needs to happen and actually starting the process is an immense task”



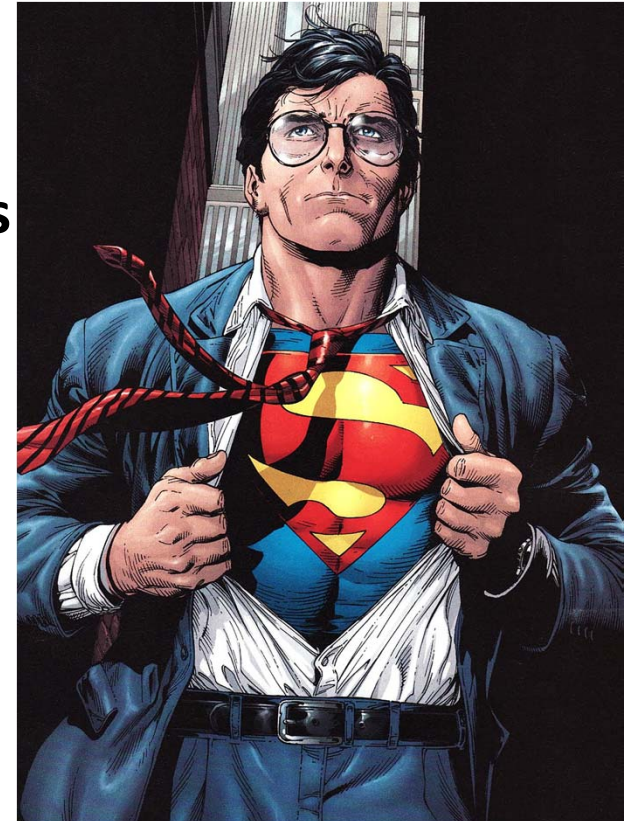
# An Evolutionary Journey

- Shared Management
- Shared Services
- Integrated services
- Combined Authorities



# Reasons to change

- **Streamline leadership and operations**
  - to eliminate duplication and reduce long term costs
- **Combine the strengths of both organisations**
  - to retain expertise and increase resilience
- **Facilitate wider organisational Transformation** – to innovate and retain service breadth/quality
- **Raise profile and credibility**
  - to increase leverage and impact
- **Create space for political leadership**



# Shared services map

## An extra £83 million saved between 2013 and 2014

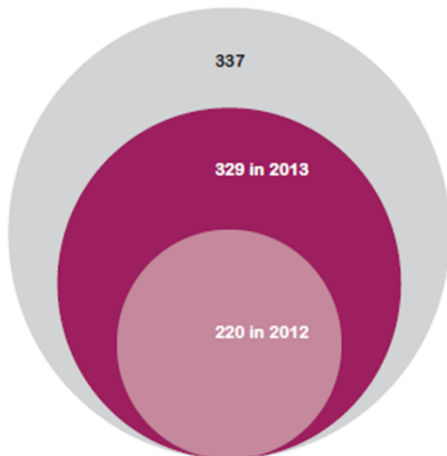
Savings from shared services in 2013 = £263 million. In 2014 savings increased to £357 million.



£165 million in 2012, £278 million in 2013, £357 million in 2014

## Number of councils sharing services

Of the 353 councils in England, 337 councils are using 383 shared services.



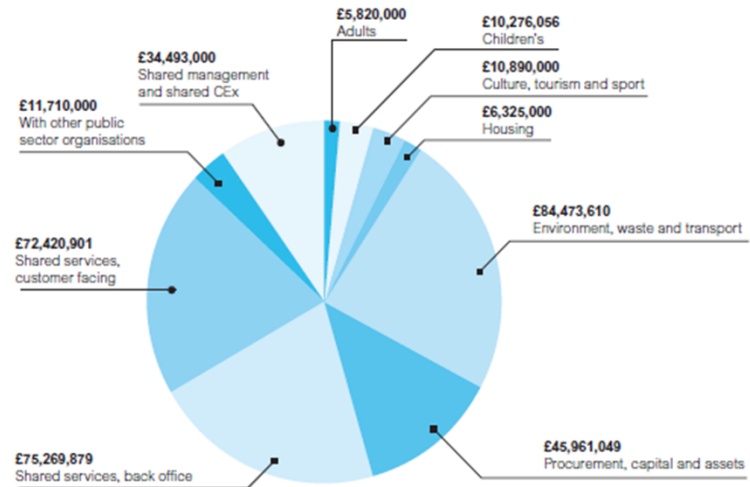
## Number of shared service arrangements

That's an increase of 210 arrangements since 2011.



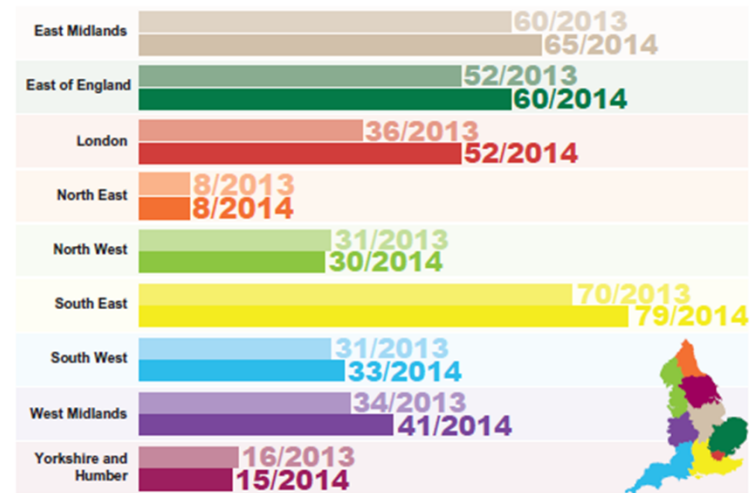
## Financial benefits

Financial benefits realised to date by service:



## Shared service arrangements

Number of arrangements per region:



# Streamlined Public Services

- 84% - Involved in integrating services and outcomes
- 92/87% - Agree will lead to better outcomes/reduce long term costs
- 69% - Agree the benefits outweigh the upfront costs
- 50% - Operational in one service area
- 2% - Operational fully across all services

# What works – and why?

- Conditions for success
- Barriers
- Practical local solutions



# The Top 5 Essentials for Success

- Bold local leadership, mutual trust, and strong long term relationships
- Shared vision and outcomes/benefits
- Clear and regular communication
- Openness of approach, and of leaders to potential difficulties
- Involvement and buy-in from staff





# The Top 5 Barriers

- Fear of loss of identity and of democratic sovereignty/autonomy
- Cultural differences between partners
- Lack of financial incentives
- Insufficient upfront investment
- Lack of trust/confidence



# Making it work!

## Building better local relationships

- Leadership
- Culture
- Finance
- Capacity



# 8 things you must do

- Develop light touch governance/decision making frameworks jointly
- Set out clear risk management processes
- Involve everyone in co-designing the changes
- Ensure regular and honest communication about what is intended/happening
- Pool and share teams to grow capacity and capability
- Share knowledge/expertise and up-skill
- Establish investments/financial structures that incentivise long term change
- Evaluate successes and share evidence quickly, as well as learn from/manage failure



# Questions/Comments?

Additional Information...





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