

Report To: **Corporate Governance Committee**

Date of Meeting: **10th July 2019**

Lead Member / Officer: **Alan Smith**

Report Author: **Elaine Smith**

Title: **Service Challenges 2018/19:
Review of Alternative Service Delivery Models (ASDMs)**

1. What is the report about?

- 1.1. To provide information regarding ASDMs in place across the Authority; as reported in the Service Challenge papers produced for each council service respectively, to support the 2018/19 Service Challenge programme.

2. What is the reason for making this report?

- 2.1. In order to address concerns raised by Internal Audit and the Wales Audit Office around the reporting of ASDMs to Corporate Governance, the council's Service Challenge Programme for 2018/19 sought to identify all significant ASDMs that are in place. This report now presents the culmination of that exercise to enable the Corporate Governance Committee to consider the ASDMs that the council is involved with and to ensure they have adequate governance arrangements in place.

3. What are the Recommendations?

- 3.1. That Corporate Governance reviews the information provided regarding ASDMs in place across the council and identifies any further work required to monitor the governance of current and future ASDMs.
- 3.2. Corporate Governance should consider when and to which committee any future reports should be provided (for example, should reports go to Scrutiny with Corporate Governance provided with an overview?).

4. Report details

- 4.1. The council is increasingly utilising Alternative Service Delivery Models (ASDMs) to deliver services that would previously have been delivered directly by the Local Authority. There are benefits and opportunities of working in partnership, but risks can arise and the council must ensure appropriate oversight to maintain sufficient awareness, so it is not exposed to unacceptable risk.

- 4.2. The document 'Framework for Delivering Services Using Alternative Service Providers', produced by Internal Audit in 2015, sets out that ASDMs should provide periodic reports to Corporate Governance Committee.
- 4.3. Reviews by Internal Audit of Citizens Advice Denbighshire and the CCTV Joint Partnership identified that the above periodic reports are not produced. This was highlighted by the Wales Audit Office at Corporate Governance Committee, as a significant weakness, which required to be addressed.
- 4.4. In order to start to address this concern, reports produced to support the Service Challenge programme 2018/19 have aimed to establish which ASDMs are currently in place within the council, using a review template developed in conjunction with the Chief Internal Auditor.
- 4.5. Further detail of ASDM templates completed for the 2018/19 Service Challenge programme is provided in Appendix 1 of this report:
 - **Appendix 1:** Appendix 1 Completed ASDM templates 2018_19
- 4.6. The Strategic Planning & Performance Team are in the process of developing a new Partnership Governance Framework, which will be structured around how best to implement ASDMs. This guide will help services with the establishment of any alternative provision through collaborative / partnership working, and will be circulated for Member input and approval later in the year.

5. How does the decision contribute to the Corporate Priorities?

- 5.1. Increasingly the council is having to consider ASDM arrangements to deliver sustainable services for its residents. A number of these will be involved either directly or indirectly in delivering or supporting our Corporate Priorities. This report is to help inform the work of the Corporate Governance Committee to strengthen ASDM monitoring arrangements, which should lead to better accountability, clearer understanding about performance, and consequently, it is hoped, improved services for our communities.

6. What will it cost and how will it affect other services?

- 6.1. Not applicable – there is no cost attached to this report.

7. What are the main conclusions of the Well-being Impact Assessment?

- 7.1. The report does not require a decision or proposal for change, so there is no impact.

8. What consultations have been carried out with Scrutiny and others?

- 8.1. Scrutiny representatives are included as panel members for each Service Challenge. The Service Challenge panel have the opportunity to raise any issues of concern with regard to ASDMs at Service Challenge Lines of Inquiry meetings.

9. Chief Finance Officer Statement

9.1. There are no significant financial implications arising from the report.

10. What risks are there and is there anything we can do to reduce them?

10.1. This proposal reduces the level of risk with regard to ASDMs.

11. Power to make the Decision

11.1. Not applicable – there is no decision required with this report.