



Llywodraeth Cymru
Welsh Government

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Welsh Assembly Government

Alternative delivery models in public services

11th May 2016

Bangor University

Background

- Public services are transforming:
 - ÷ Financial pressures / hard choices
 - + Services with citizens & workforce at the heart
- Across the public sector
- Involving Partners: community councils, housing associations, 3rd sector, trade unions

ADMs – a brief overview

- Reforming Local Government White paper:
 - [Power to Local People](#)
- Social Services and Well-being Act
- Well-Being of Future Generations Act
- Co-operative and Mutuals Commission - report 2014 & review 2015
- Is the Feeling Mutual?

Co-operatives and Mutual Commission

‘It will only be through joint working and embedding of co-operative and mutual values that Wales will truly become a co-operative nation’

Andrew Davies

Chair

Consultation: Key Issues

- General support for agenda
- Capacity to deliver
- Outcomes for citizens
- Workforce issues
- Sustainability
- Ownership
- Future support
- Commissioning & Procurement
- **Joined up Government**

Action Plan: Pre-conditions

- Accountability to local government
- Employee terms and conditions
- Trades union recognition
- Welsh Language Standards
- Testing the scope for ongoing public provision

Action Plan: Other principles

- Direct delivery by the public sector where possible
- ***But*** cannot rule out change to retain jobs & keep services
- Design services with people & workforce
- Services to be affordable and sustainable
- Commercial activity income reinvested
- Learn lessons and promote good practice

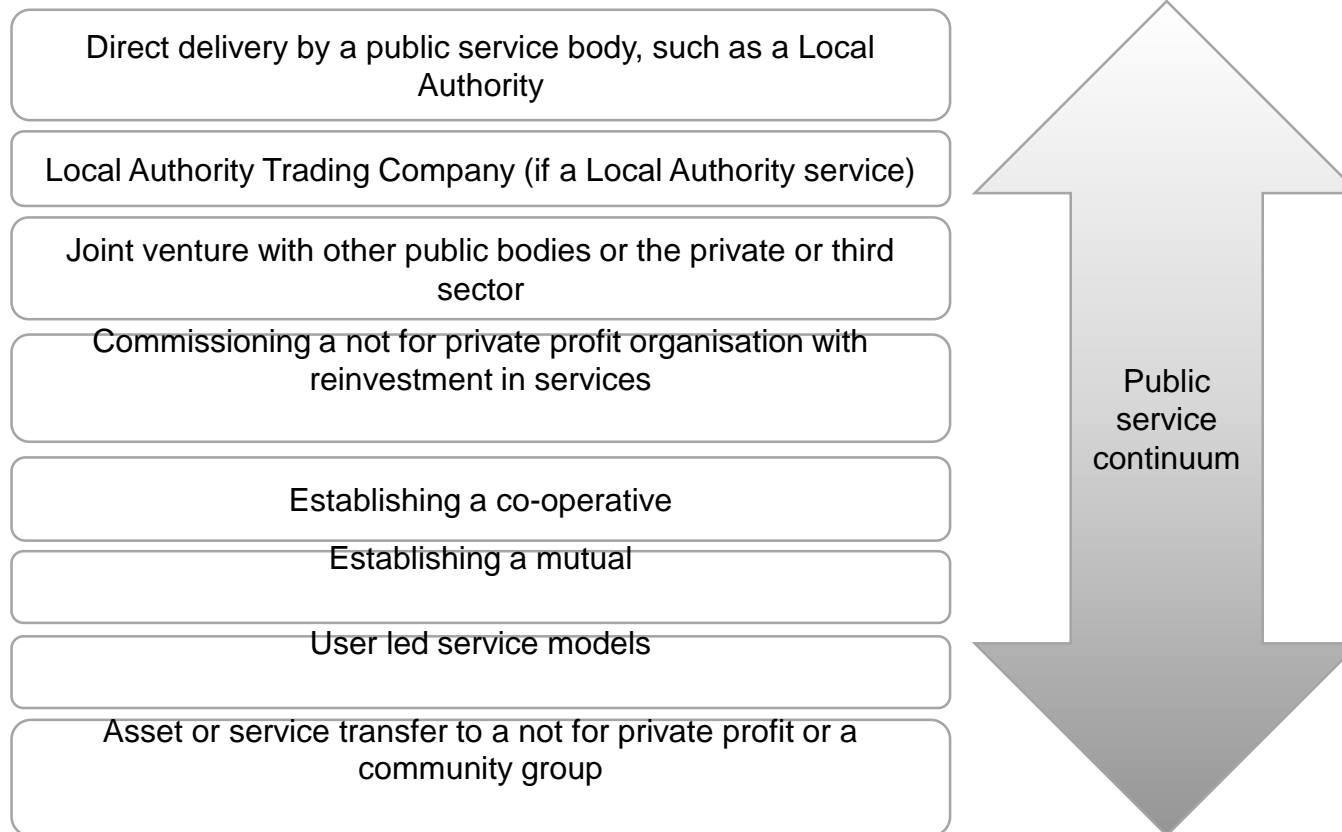
Well-being of Future Generations Act 2015

Key principles:

- long-term and prevention
- involvement
- collaboration
- integration

The ADM Action Plan

It covers the full continuum of models some of which are illustrated below:



The ADM Action Plan

	action	lead department	by when
1	Commission research on the approaches to alternative delivery models to identify need for further advice, support and capacity building	Local Government	08/16
2	Identify legal constraints which limit the development of ADMs	Local Government	07/16
3	Establish how a 'mutual audit', in line with the Social Services and Wellbeing Act could be applied more widely to other services	Local Government	07/16

The ADM Action Plan

	action	lead department	by when
4	Identify ways to develop procurement strategies which afford maximum opportunity to co-operatives and mutuals	Value Wales	on going
5	Identify and advise on key workforce matters arising from the development of ADMs and agree scope of work	Public Services Staff Commission	12/16
6	Consider whether the Assets of Community Value measures contained in the Localism Act 2011 should be commenced in Wales	Communities	on going

The ADM Action Plan

	action	lead department	by when
7	Develop a national framework for advice and specialist support on ADMs which public bodies can draw from	National Procurement Service	09/16
8	Establish a simple, flexible funding mechanism to support Local Authorities to draw on expert support	Local Government	07/16
9	Support developing capacity including peer-led mentoring network, utilising the Academi Wales Continuous Improvement team and developing a skills and capacity plan	Local Government	09/16

The ADM Action Plan

	action	lead department	by when
10	Embed building capacity in the ADM agenda into the new framework for training, support and development in the community and town council sector	Local Government	05/16
11	Continue to support Third Sector Support Wales including a strong interface with social enterprises and a continuing focus on leveraging in additional resources	Communities	on going
12	Continue to deliver the Social Services Action Plan based on a shared understanding and raising awareness of not for private profit models for care and support	Social Services	on going

The ADM Action Plan

	action	lead department	by when
13	Continue to provide relevant business support including the Social Business Wales Project and core funding to the Wales Co-operative Centre and Social Firms Wales	Economy, Science & Transport	on going
14	Explore alternative sources of funding for transnational partnerships to exchange good practice and innovative ideas on the transformation of public service delivery	Welsh European Funding Office	on going
15	Ensure the ongoing implementation of all of the recommendations from the Welsh Co-operative and Mutuels Commission's Report	Economy, Science & Transport	on going

The ADM Action Plan

	action	lead department	by when
16	Take account of the research on key issues in the home care workforce, which was completed in March	Social Services	on going
17	Take account of the outcomes of the consultation on Protecting Community Assets	Communities & Tackling Poverty	on going
18	Engage with Directors of Education, HR Education leads, teachers and education unions to investigate establishing secondary cooperatives for supply teachers	Workforce Strategy Unit (Schools), Education & Public Services	11/16

The ADM Action Plan

	action	lead department	by when
19	Encourage local authorities to consider how cooperatives and mutuels can deliver wellbeing outcomes through local ownership of energy generation, supply and use	Natural Resources	on going
20	Continue to fund WRAP Cymru to explore opportunities for the increase of reuse to maximise environmental, economic and social value	Natural Resources	on going
21	Continue to support cooperatives and mutuels through the Rural Community Development Fund grant scheme	Agriculture, Food and Marine	on going

External Partners

- Local Authorities
- Community and Town Councils
- The third sector
- Housing associations
- Co-operatives and Mutuels
- Trade Unions

Is the feeling mutual?

‘Co-operatives serve their members most effectively and strengthen the co-operative movement by working together’

**International Co-operative Principle 6:
Co-operation Among Cooperatives**

External Partners: Protocols

- Overarching principles
- A common understanding
- A shared agenda for action
- Commitments: asks & offers
- Sector specific issues

Next Steps

How do we keep the momentum going?

What opportunities are on the horizon?

Contact

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