

SURREY COUNTY COUNCIL**CABINET****DATE: 27 NOVEMBER 2012****REPORT OF: MR DAVID HODGE, LEADER OF THE COUNCIL****LEAD OFFICER: SUSIE KEMP, ASSISTANT CHIEF EXECUTIVE****SUBJECT: PUBLIC VALUE REVIEW PROGRAMME: CLOSING REPORT****SUMMARY OF ISSUE:**

A three-year Public Value Review (PVR) Programme was launched in July 2009 to review all Council services and functions. The objective of the Programme was to identify ways to improve outcomes for Surrey residents and ensure the Council delivers value for money by reducing costs. A focus on 'public value' meant putting the things that are most important to Surrey residents at the heart of the changes the Council needed to make.

The Programme has been completed successfully. The 29 reviews undertaken have delivered a range of performance improvements and supported the implementation of new and innovative ways of delivering services. At the same time the Programme has made a vital contribution to delivering savings, identifying total savings of £279m to be delivered by 2016.

The achievements and lessons learnt from the Programme are set out in the report attached as Annex 1 which will be circulated widely within and outside of the Council.

RECOMMENDATIONS:

It is recommended that the Cabinet:

1. Acknowledges the achievements delivered through the Public Value Review Programme.
2. Thanks officers, Members and other stakeholders who contributed to the PVR Programme.
3. Agrees to formally close the PVR Programme and asks Cabinet Members and Strategic Directors to ensure agreed PVR improvements and savings are delivered and monitored through the Council's financial, performance and risk management arrangements.
4. Requests that Select Committees continue to play a vital role via monitoring and scrutiny to ensure delivery of PVR improvements and savings.
5. Agrees that the PVR Programme Closing Report be published on the Council's website and circulated widely within and outside of the Council.

REASON FOR RECOMMENDATIONS:

The PVR Programme Closing Report provides a summary of the benefits the Programme has delivered (and will continue to deliver) for Surrey residents and also describes key lessons learnt over the past three years.

DETAILS:

Background

1. In July 2009 Surrey County Council announced the PVR Programme to take a systematic and focused look at all its services and functions over a three-year period. The emphasis was put on 'public value' to ensure the things most important to Surrey residents were at the heart of the work.
2. A flexible but clear methodology was used for each review to ensure there was rigour to the approach. A PVR Steering Board chaired by the Leader of the Council oversaw the Programme, providing leadership and challenge. Individual reviews were sponsored by Strategic Directors and Cabinet Members, led by small teams of Council officers, and supported and challenged by representatives of Select Committees through Member Reference Groups. "Experts" from outside the Council were used to provide independent challenge to the emerging findings of each review.

Achievements and lessons learnt

3. The 29 PVRs completed have delivered a wide range of service improvements. They have been a vehicle for identifying and implementing new and innovative ways of delivering services, in particular through stronger partnership working and involving residents in the design and delivery of services. For example, community groups are running youth centres, and residents have volunteered to run some local libraries. At the same time, the Programme has made a vital contribution to reducing costs, identifying total savings of £279m which will be delivered by 2016.
4. The Programme evolved over the three-years and a number of key lessons were learnt along the way. For example; the value of injecting pace and focussing on specific issues to stimulate new thinking; the ability of Council staff to identify how services can be improved; and the critical importance of working closely with residents, businesses and partners as "one team".
5. The attached PVR Programme Closing Report (Annex 1) provides more detail about the achievements of the Programme, the changes that have been made and the lessons learnt. It will be circulated widely within and outside of the Council.

Ensuring all benefits are realised

6. All PVRs took a long term view with improvements and savings planned for future months and years. Cabinet Members and Strategic Directors will ensure these improvements and savings are delivered and monitored through the Council's embedded financial, performance and risk management arrangements. Select Committees will continue to play a vital role via monitoring and scrutiny to ensure delivery of improvements and savings.

CONSULTATION:

7. Consultation was integral to the PVR methodology. Every PVR identified and engaged with key stakeholders to develop recommendations and new approaches. Governance arrangements were put in place to ensure Select Committees, through Member Reference Groups, contributed to each of the reviews.

RISK MANAGEMENT AND IMPLICATIONS:

8. There are no direct risk management implications arising from this report.
9. Lead officers for each PVR are responsible for identifying and managing risks associated with their reviews and the PVR Steering Board reviewed programme risks on a monthly basis. Following the closure of the Programme, any risks associated with delivering identified improvements and savings will continue to be monitored through the Council's embedded risk management arrangements.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

10. There are no direct financial implications as a result of this report. However, the report highlights the savings that have been identified and delivered to date by the Public Value Review Programme. Following the closure of the Programme, the savings will continue to be monitored as part of the Medium Term Financial Plan (MTFP).

SECTION 151 OFFICER COMMENTARY

11. The Section 151 officer confirms that the assumptions and estimates within this report are reasonable and achievable and that they consider the appropriate business and financial risks. Monitoring of these savings will continue for them to be fully realised in future years.

LEGAL IMPLICATIONS – MONITORING OFFICER

12. There are no direct legal implications/legislative requirements arising from this report

EQUALITIES AND DIVERSITY

13. Equality Impact Assessments were completed for each of the individual PVRs within the Programme and considered by the Cabinet as it approved each review.
14. No Equality Impact Assessment was completed for this report as the recommendations have no material impact on services for residents or on Council staff.

WHAT HAPPENS NEXT:

15. Pending Cabinet approval of the recommendations the following will happen:
 - The PVR Programme will formally close and the PVR Steering Board cease following its final wash-up meeting in February 2013.
 - Strategic Directors and Cabinet Members will ensure improvements and savings not yet fully realised are delivered and monitored through the Council's embedded finance, performance and risk management arrangements.
 - Select Committees will continue to play a key role in tracking improvements and savings via monitoring and scrutiny.
 - The lessons learnt from the Programme will help shape the next phase of the Council's development (see the separate report "Strengthening our

approach to innovation” also presented to Cabinet on 27 November 2012).

- The PVR Programme Closing Report is added to the Council’s “Strategy Bookcase” and communicated internally and externally so residents, Members, staff, partners and other key stakeholders are informed about the achievements and lessons learnt.

Contact Officer:

Samantha Cornick, Change Manager (020 8541 9025)

Consulted:

Cabinet Members
Council Leadership Team
Public Value Review lead officers

Annexes:

Annex 1: PVR Programme Closing Report

Sources/background papers:

- Leader’s report to Cabinet, Cabinet 29 June 2009
 - Leading the Way: changing the way we do business, Cabinet 14 July 2009
 - Public Value Reviews – Year One Report, Cabinet 13 July 2010
 - Public Value Reviews and Rapid Improvement Events, Council Overview and Scrutiny Committee 6 July 2011
 - Public Value Reviews methodology – updated February 2012
 - Public Value Reviews – Year Two Report, Cabinet 27 September 2011
 - Individual Public Value Review final reports to the Cabinet March 2010 – November 2012 (<http://www.surreycc.gov.uk/your-council/how-the-council-works/our-performance/public-value-reviews/completed-reviews>)
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