

New Models of Delivery Programme

shift

Status

Date

Goals:

1. to ensure the Council maintains financial resilience and protects its long term financial position
2. to explore and develop models of delivery that reduce reliance on grants and Council tax
3. to meet the costs of initiatives to deliver savings and enhance income in the longer term

Overall programme:



5 March 2014

Progress since last COSC update (12/09/2013)

SHIFT approach to identifying opportunities:

- 23 services across the Council have held "Discover" workshops to identify potential new models of delivery
- Follow-up meetings with services prioritise emerging ideas by impact, scale and achievability, with focus on income generation potential but also innovation to drive efficiency and productivity

Commercial evaluation, new models, and trading:

- Environment and Infrastructure Directorate is progressing to Options Appraisal stage for cycle training.
- Specific services preparing Options Appraisals include Surrey Outdoor Learning & Development.
- Business Services undertaking programme of redesign to support new models of delivery, in particular trading companies, focusing on the business support offers of HR, property, shared services, finance and IMT

Effective governance arrangements for trading:

- The Council's Shareholder Board is in place and overseeing trading activities of the Council as a whole, including the creation of Adults LATC and ongoing performance of South East Business Services
- A high level Programme Board, including the Strategic Director for Business Services, Section 151 Officer and Monitoring Officer, is in place to oversee each service progressing through this process, focusing in particular on facilitating corporate support to undertake Options Appraisal stage. This Board will report quarterly to Corporate Leadership Team.

Skills and competencies among staff:

- The virtual team continues to evolve and brings together a range of staff from across Directorates with the knowledge and skills to support the strategy, workshops and outputs. The virtual team approach has started well but will need regular review to ensure there is sufficient input to progress services through each stage of the process.

A portfolio of trading activity by 2017:

- SE Business Services successfully won tender to provide IT to Central Surrey Health; £2.4m four-year contract, 750 users, fully operational from December 2013. Further opportunities are being explored with other health providers.
- Adult Social Care concluded the Options Appraisal stage on 22/10/13 and Cabinet signed-off a subsequent business case to create a local authority trading company on 17/12/2013. This separate legal entity will provide day services and community support services to working age adults and older people, going live in a phased transition from April 2014.

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Workstream	Objectives for next quarter	Risks & Issues
SHIFT approach to identifying opportunities	Forthcoming workshops include Cultural Services, Commercial Services, review of further potential across Adult Social Care in-house services. A joint workshop with Hampshire will be facilitated re future potential of the Basingstoke Canal.	Not always about the commercial potential: must retain momentum where that is not possible/likely to focus on other support to deliver efficiency and/or service redesign
Commercial evaluation, new models, and trading	Follow ups with Mole Valley and Customers and Communities Management Team, Performance and Knowledge Management Team, Travel Smart and Legal Services	Numerous small scale ideas consume limited capacity to maximise income potential: need to understand market, costs and potentially consolidate ideas to develop a product portfolio and wider value management opportunities
Effective governance arrangements for trading		
Skills and competencies among staff	Review and potential creation of more dedicated capacity to accelerate commercial opportunities and further support services	Lack of commercial awareness and capacity impacts overall programme
A portfolio of trading activity by 2017	Shareholder Board sign off of articles to create Adults LATC, forthcoming investment opportunities to be evaluated	Investment opportunities need to be reviewed on a case-by-case basis Ongoing need to balance values of the Council with potential returns

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