



DELIVERING DIFFERENTLY

Supporting pioneers in local
government

23 January 2014



Cabinet Office



Department for
Communities and
Local Government



Welcome to PA's offices! To ensure your visit is safe and productive:

Housekeeping

- Have you registered? Please do so – we need to know who is visiting
- Fire alarms, none are planned – any alarms will be real, please follow host's instructions for exit and assembly
- Lunch is provided – tell us if you have any allergies
- Smoking breaks - can be taken outside the building away from the main walkway and canopy
- Wear your pass and name badge at all times
- You will need your "V" pass to exit the building

Etiquette

- Please switch mobile phones and other devices to silent whilst speakers are in session
- The adjacent room is available for urgent calls
- Please ask reception if you require a wi-fi code or have any other enquiries we can help you with

Agenda for today

- 11:30 Welcome, introductions and scene setting
- 12:00 The Changing Role of Local Authorities
- 12:30 Understanding the Delivery Model Landscape – context and challenge
- 13:00 Lunch
- 13:45 Understanding the Delivery Model Landscape – from the horses mouth
- 15:00 Delivering Differently Challenge – process and next steps
- 15:30 Q&A
- 16:00 Close

THE CHANGING ROLE OF LOCAL AUTHORITIES



The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic.

Peter Drucker



The changing role of local authorities

Leaving aside the rather important challenge of delivering services in a period of austerity, what are the main themes coming from LA stakeholders?

- Customers more discerning and demanding
- Public partners getting more direct funding
- Community bodies more access to funding
- Suppliers sharper and less hungry

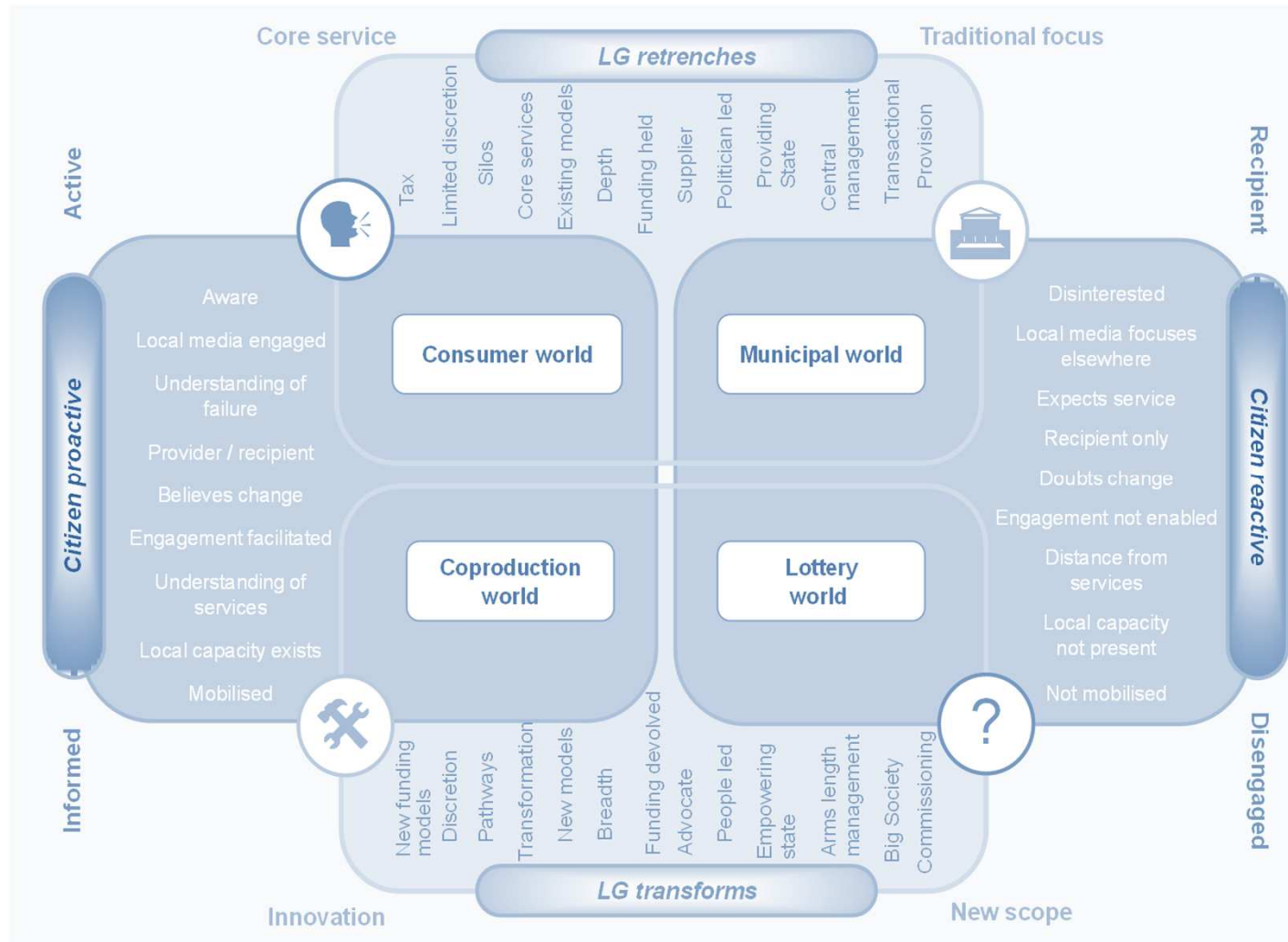
However, in these challenging times, the diverse role of a LA may work with / against it depending on its attitude and approach. In the past LG has expanded to do everything asked of it but reducing budgets (re-organisation by the back door) and reform (social care and health being forced to pool budgets) is making it make tough choices

So, is traditional thinking closing off some of the choices that need to be made based on a need to retain accountability and direct responsibility?

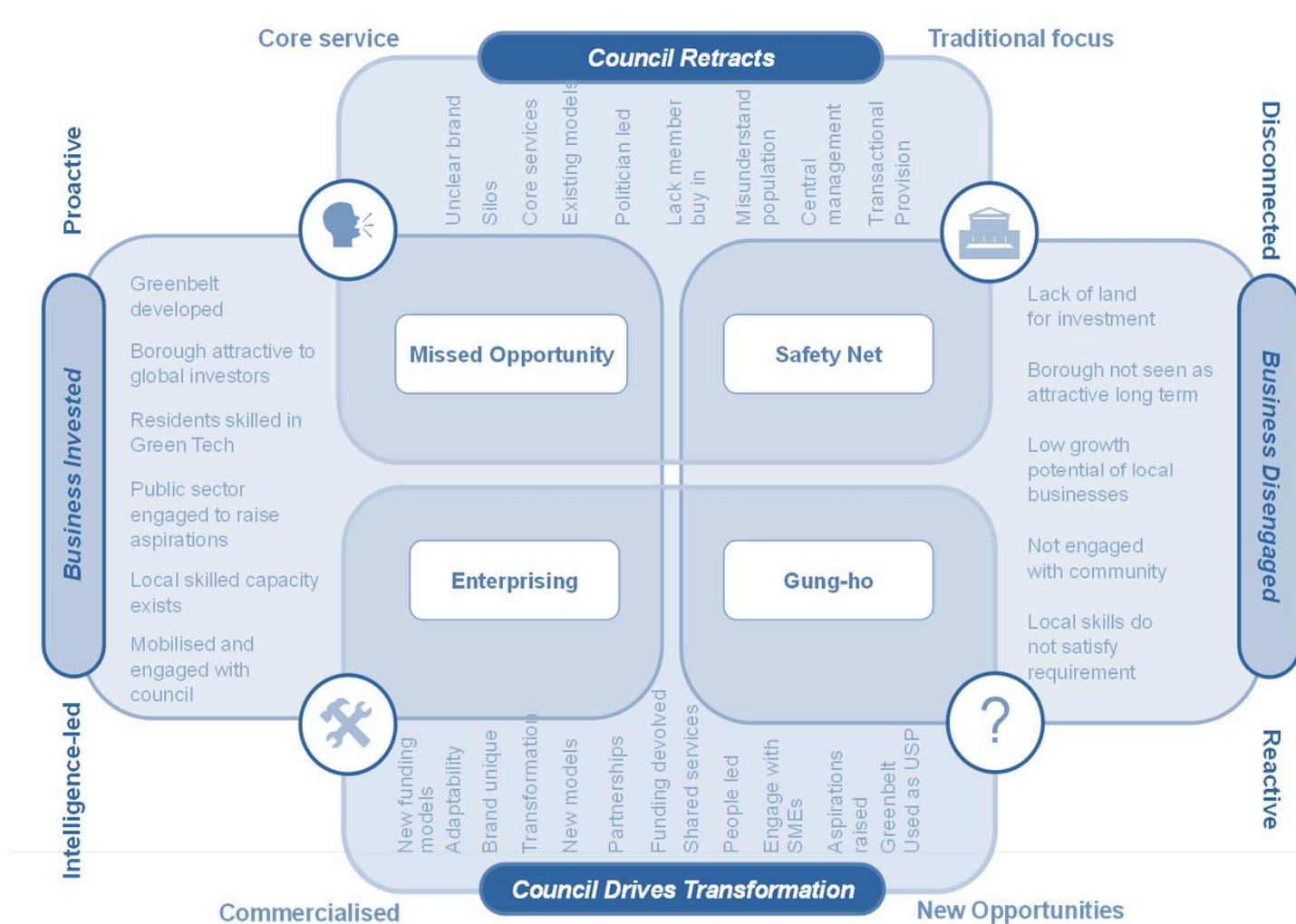
If so, does 'newer' thinking adequately recognise that stakeholders have a major part to play:

- Housing getting cash need to be involved in community and social capital building
- Business rates retention mean business needs a voice in what infrastructure is needed and priority of where
- Customers want a say in services that affect them most – care and community
- Suppliers deserve a say in payment by results – why share the pain unless you share the objectives

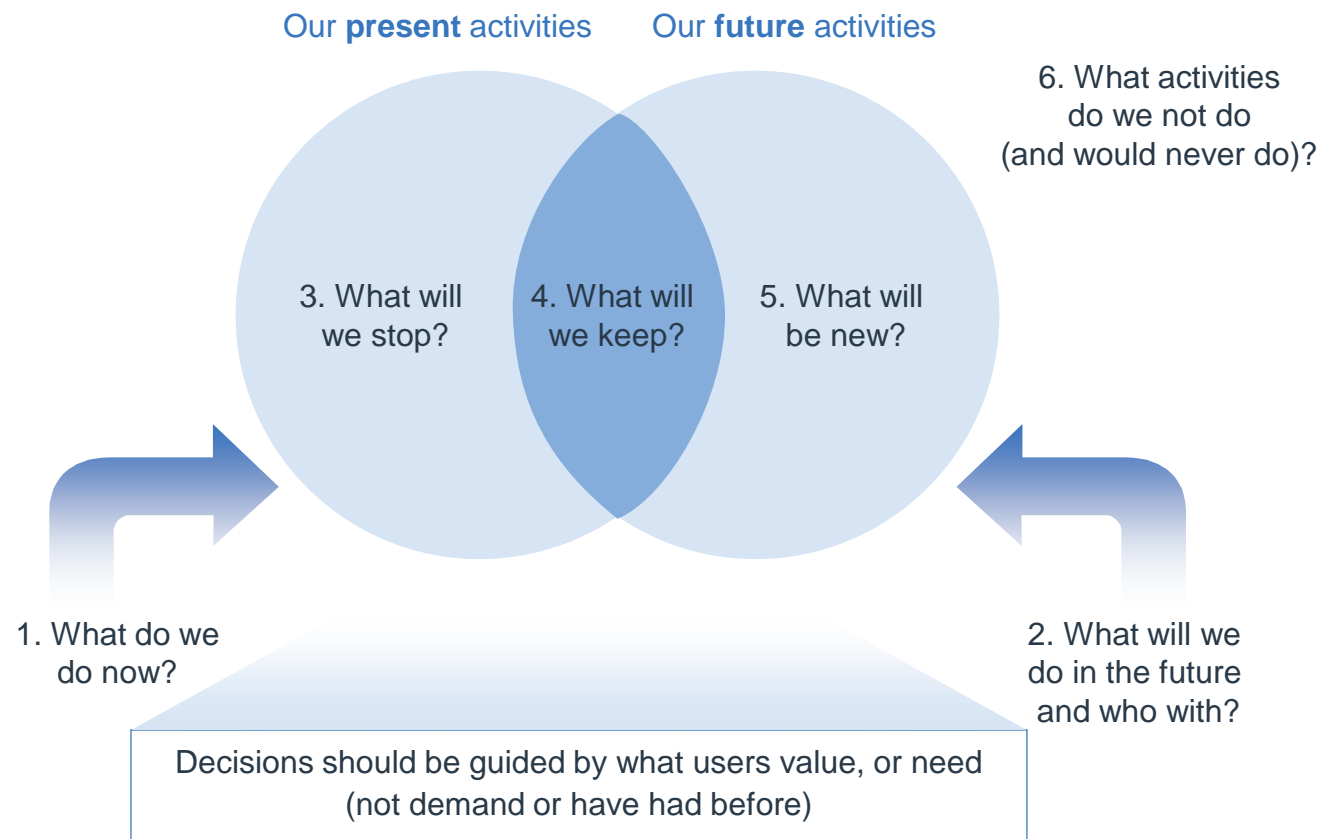
‘What is the future of the relationship between the citizen and local government?’...



‘How do we create opportunity...in a time of economic stagnation and public service cuts?’...



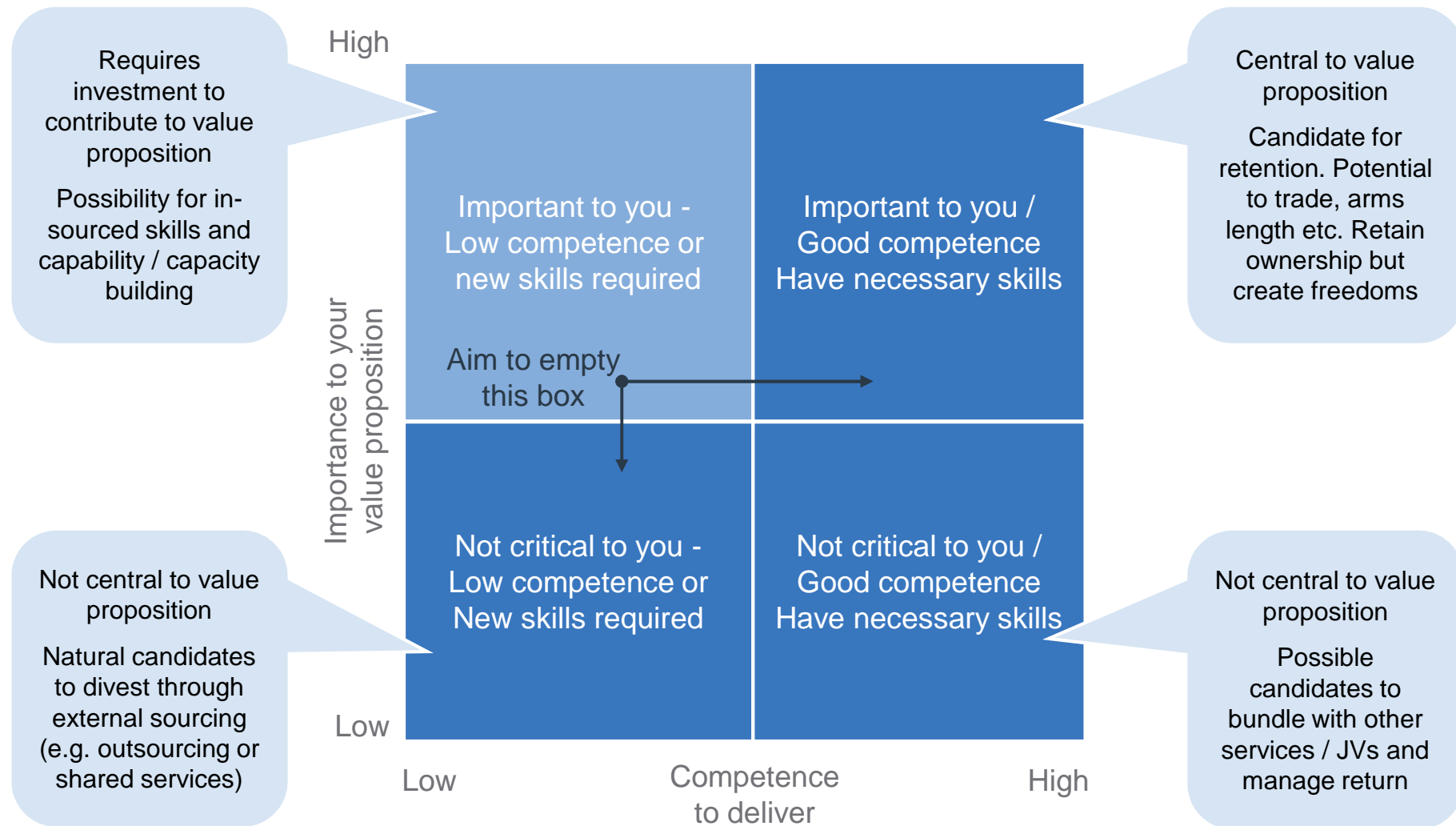
The practical choices – what's the appetite and readiness for change?



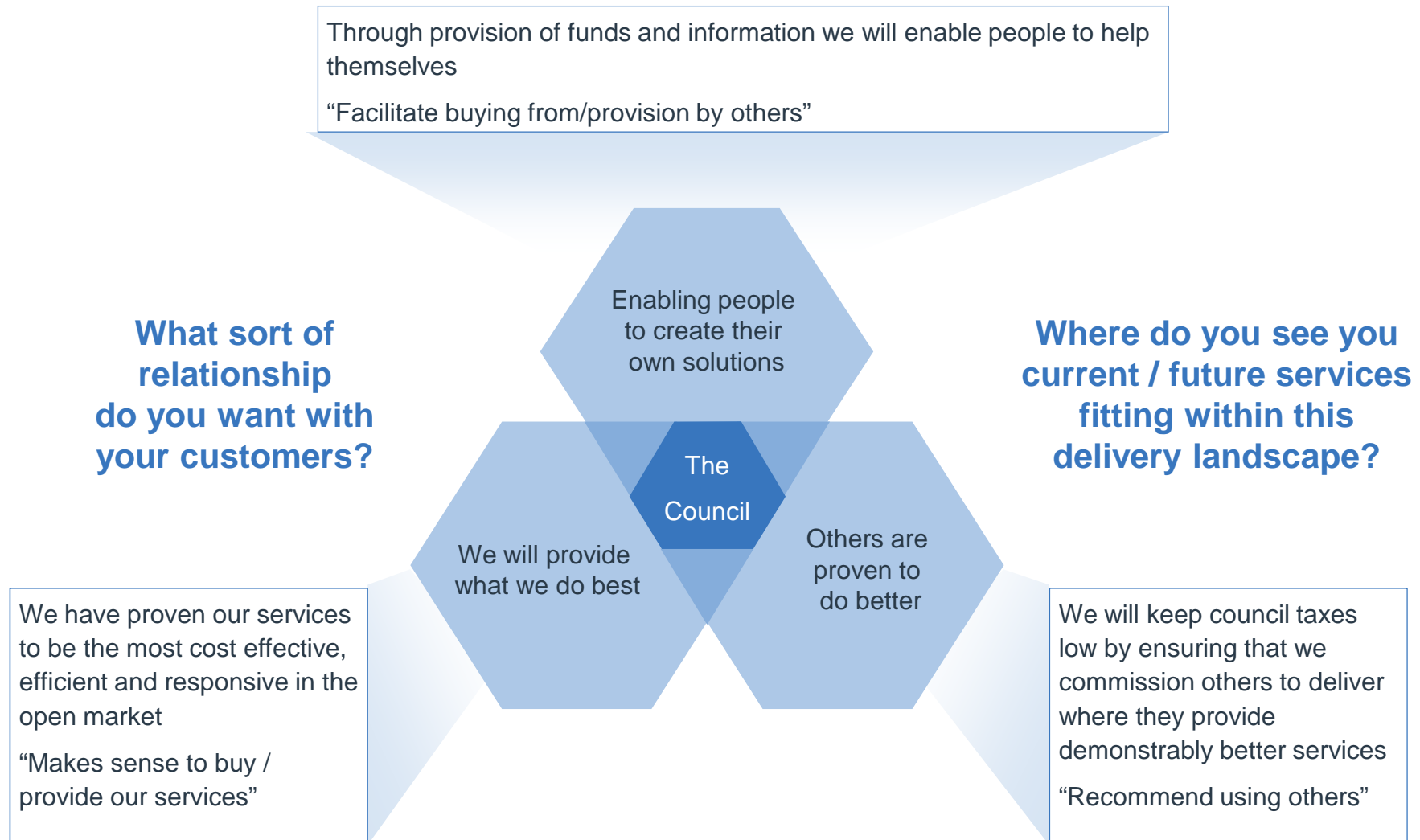
Tough choices have been made within organisations. Is it time for tough choices about organisations - why are we here and what is the ask of local public services?

Making the choice

Horizons to explore (1): an 'inside out' view of capability



Horizons to explore (2): an 'outside in' view of user / market capability





Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work

Vince Lombardi, American football coach



UNDERSTANDING DELIVERY MODELS (1)



The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.

Edgar Schien, Professor, MIT Sloan School of Management



Understanding delivery models – the ‘theory’

There is a legal entity for anything, finding the ‘right one’ requires clarity of intent and purpose, taking on board a range of factors, underpinned by a set of powers and models under LG powers to do all of this

The big challenge is what will it take for you to make the change – thinking back to some of the challenges in the previous section

So what’s stopping you?

Potential reasons will run from traditional views still persisting and/or a long established culture of how you deliver services and organise the authority, or more basic barriers like fear of failure and concerns over the risk of making major change

So , this section is about opening up what thinking differently might mean for you, your services, your organisations and your wider stakeholders. Focusing in on the opportunity: what are the options and the strength of the attributes in each option.

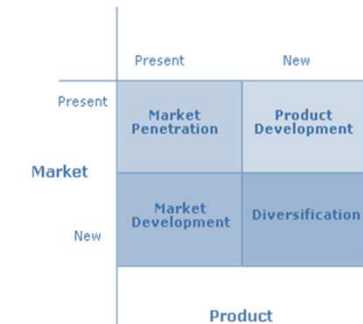
And, after lunch we hear from some of the bold and the brave who have done things differently.....

There is permission and legal form for almost anything, making the 'right choice' requires clarity of intent and purpose

3 key decisions:

Make

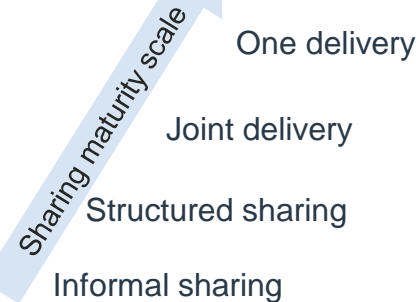
- What are we the best at?
- What should we be the best at?
- How do we maximise revenue opportunity?



Ansoff Growth Matrix

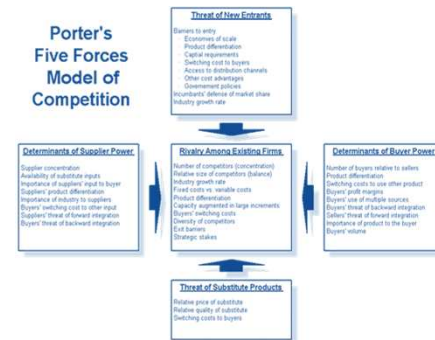
Share

- Who do we have good relationships with?
- Who do we need great relationships with?
- Who can we work with?



Buy

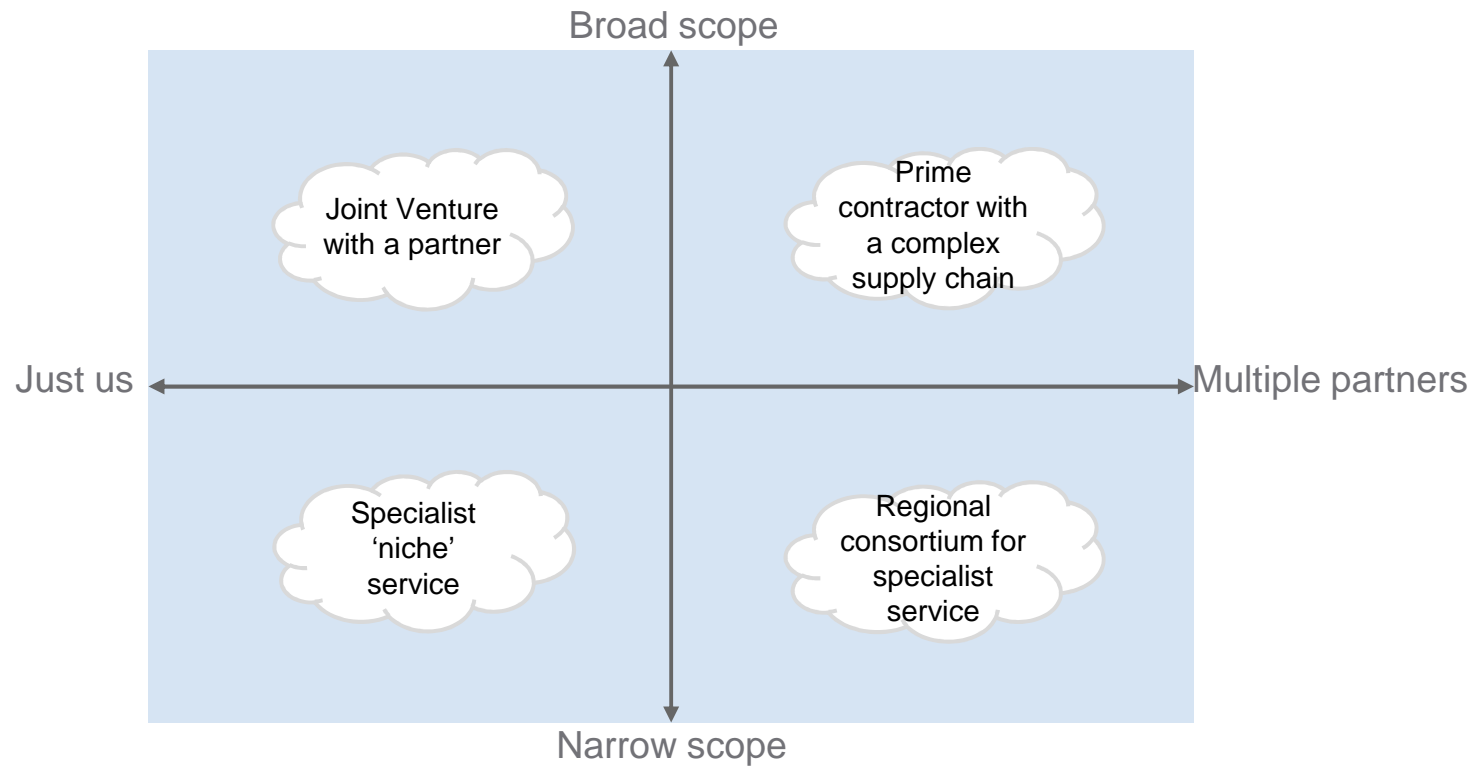
- Who does this best?
- Can we compete and win?
- What skills do we need to ensure we drive value delivery?



Position your business to deliver what it is good at, then make it the best!

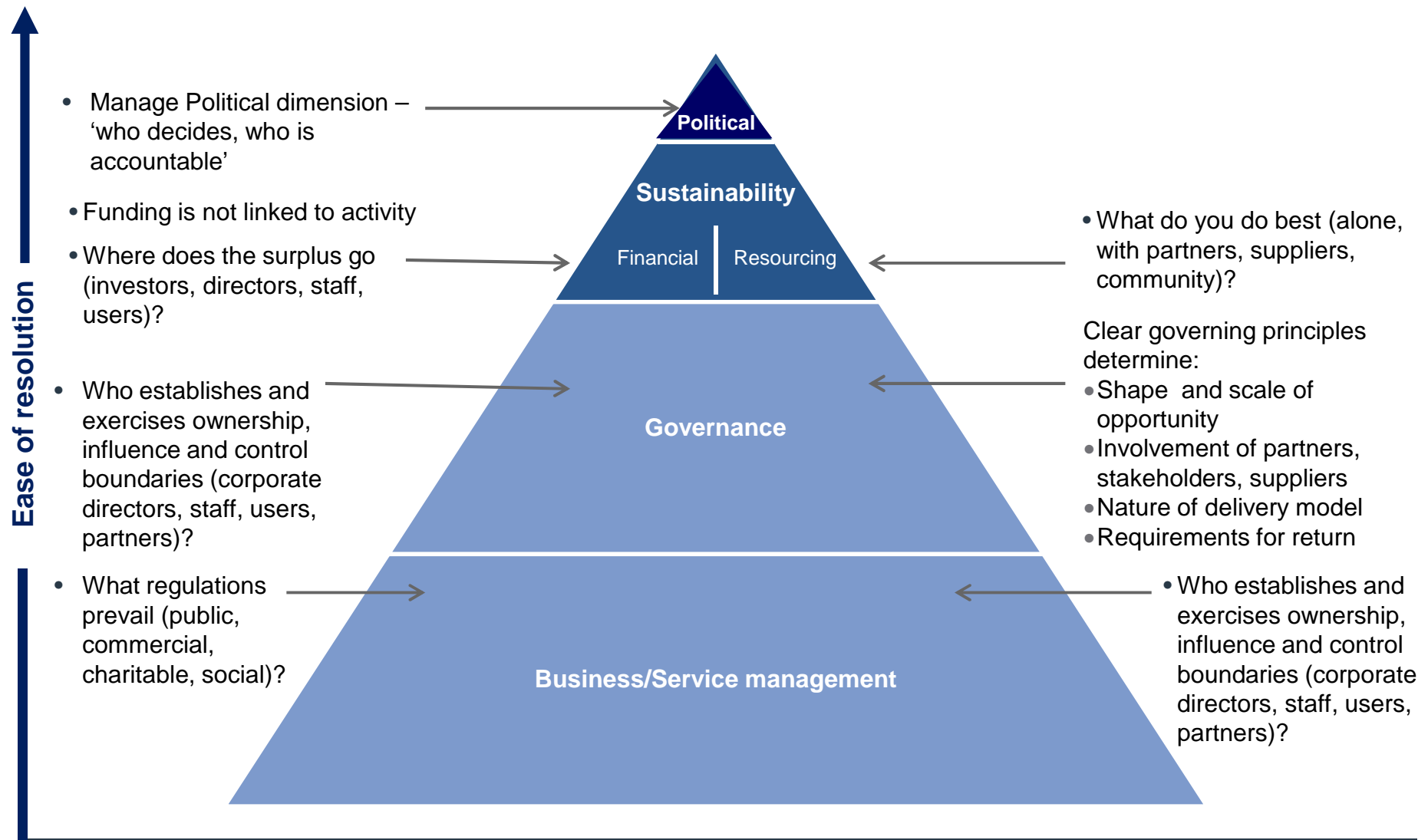
Involve stakeholders
'Customers, Staff, Users, Suppliers'

Defining the opportunity: what are the options?



What other options are there?

Influencing the decisions you need to consider



Strength of attributes in each approach

	Control	Risk	Productivity & performance	Investment returns	Accountability	Ownership	Focus
Make	High	Retained	Fair	Used to balance budget	Clear lines, sits with sector	Corporate	Diverse
Share	According to model	Apportioned by who should manage it	Driven by SLA's	Split based on risk and investment level	Sits with sector	Remains with each component body	Diverse
Buy	Split between commissioner and provider	Apportioned by who should manage it	Driven by SLA's	Split based on risk and investment level	Sits with sector	Remains with each component body	Delivery of SLA and contract
Staff led	Defined according to model	Defined by model New risk of failure	Proven to be higher	Distributed according to model	Sits with sector and new co	Sits with new co	Clear focus on delivery aims
User / community led	Defined according to model	Defined by model New risk of failure	Proven to be higher	Distributed according to model	Sits with sector and new co	With sector / community according to model	Clear focus on outcomes

“

Test fast, fail fast, adjust fast.

Tom Peters

”

UNDERSTANDING DELIVERY MODELS (2)

*Sharing insights and experiences of Delivering Differently -
straight from the horses mouth*

DELIVERING DIFFERENTLY – PROCESS AND NEXT STEPS

Why set up another programme?

Delivering Differently is designed to fill a gap in support

Builds on lessons from the Mutuels & Right to Challenge Programmes

Ties into the PSTN & work in central government on alternative models

Draws on expertise of the sector through LGA & SOLACE

Support Package

£100,000 package of professional advisory support

Procured by us on your behalf

Specification worked up together

Two aims:

Review and select a model

Set out implementation plan

Expression of Interest –

Deadline 10th Feb

Natasha Price

Delivering Differently

What are the services you want to redesign?

Purpose
Sector
Scale

How are they currently delivered?

In-house
Partnership
Outsourced

What's the driver for change?

Sustainability
Income generation
Staff or partners

What benefits could be delivered?

Service innovation
Better outcomes
Efficiencies

What resource would you commit?

SRO

Project team

Materials

How would you engage with partners?

Other authorities

Public bodies

Private sector

Staff and VCSE

Would this help transformation across your authority?

Other projects

Learning for staff

Internal evaluation

Above all:

Be concise

Be clear

Be focused

Interviews - 19th – 21st February

45 to 60 mins

3 person panel

Short pitch followed by questions

Announcement -

26th February

Natasha Price

Delivering Differently

Procurement Process – March

Specification

Supplier day

Marking & award

Natasha Price

Delivering Differently

Reviews - April to June

Further Ahead - July onwards

LGA Conference

RSA Report

Pilot evaluation

Natasha Price

Delivering Differently

Your chance to sense check anything that you've heard today.....

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