

Reshaping Services – a new change programme for the Council

Presentation by Huw Isaac, Head of Performance and Development

Why the need for such a programme?

- £32 million savings over the next 3 years
- A longer austerity period probable (autumn statement reinforces this...)
- Increasing demand
- Changing demographics
- “Business as usual” not an option
- A corporate change programme necessary to deal with the challenges

What is the Reshaping Strategy about?

Aim:

- To reshape the Council to meet the future needs of citizens in a time of unprecedented financial challenges

To do that we need to:

- Find alternative, more efficient ways of delivering services while still benefiting citizens
- Make savings while easing the impact on users
- Develop the Council and our partners to enable us to meet future challenges

The strategy itself is evolving jointly between Council and partners

“Conventional” approaches

- Efficiencies
- Effectiveness
- Income generation
- Targeted cuts and decommissioning
- Changes in policy

Alternative delivery models

Consideration of more radical solutions:

- Joint provision with other public sector bodies
- Merger of services (...and of Councils)
- Delivery by external partners
- Council-owned companies
 - Joint ventures
 - Trading companies
 - Employee/community-owned companies
- Co-production

Demand management

A key response to meeting financial challenges

- Changing expectations of what the Council should provide
- Using other providers (e.g. third sector) to meet or mitigate demand
- Intervening early to improve outcomes and so reduce long-term dependency

Reviewing services

- All Council services will be reviewed in turn
- Approx 70 service areas identified
- Initial “challenge” sessions” involving all Directorates
- First tranche for review now being considered
- Detailed business cases to be prepared
- Links with the budget process
- A 3-5 year timeline

How will we decide what to review?

- Potential for alternative delivery models
- Current performance, service and financial
- Level of savings and investment required
- Degree of urgency of the problem
- Nature of the service
- Risk
- Market
- Impact on customers
- Legislative limitations
- Available opportunity
- Ease of delivery
- A good mix of Council Directorates

Challenges for the Council

- New ways of thinking for Members and officers
- A new skill set for Members and officers (commissioning; a different performance management approach)
- The need for an overall strategy to maintain a coherent Council against fragmented means of delivery
- Changes to the shape and size of the Council
- Engaging with staff
- Relationships with partners

Challenges for partners

- What do you think?.....