

CYNGOR SIR POWYS COUNTY COUNCIL.

**REPORT FOR
DELEGATED DECISION
BY**

County Councillor Wynne Jones Portfolio Holder for Finance

April 2017

REPORT AUTHOR: Strategic Director Resources

SUBJECT: External Support for Development of Resources Model

REPORT FOR: Decision

Summary

The report outlines the engagement of external support from Syzergy to help continuing the development of the future delivery model for the Resources Directorate. This is required in order to assist delivery of an additional £2.3m budget savings by 2020 and also ensure service transformation.

Since 2013/14 the Resources Directorate has delivered £6.602m of savings to support the council's overall position and by the end of the decade this total will reach £8.854m. The net controllable budget in 2018/19 is estimated to be £12.084m; this indicates the directorate has been successful delivering savings but to make further savings support is needed to help develop the approach. To date the savings have been driven by work carried out by the Resources Management Team.

Proposal

a. Overall

It is proposed that the commission to support the development of an effective, efficient Resources Directorate delivery model service within its budget envelope.

The Resources Management Team has met with Syzergy and received a reference from a recent client confirming their approach.

The approach will be to use methods employed in previous exercises of this type, drawing on Syzergy's 'Customer Centric Programme' thinking. This is a particularly strong feature of their approach and given the role the directorate plays their skill set and offer matches the requirement. The engagement will be to provide a practical and light touch method whilst remaining sufficiently rigorous.

The approach has three key parts, as follows:

1. Desktop analysis of documentation and data
2. Comparison with good practice and bringing to bear experience of what other organisations do.

3. Interviews and workshops with key people and groups, including your internal customers.

b. Specific Approach

The output will also look at additional savings opportunities and the objectives of this component are to:

1. Determine if there are any opportunities to deliver savings which are not already covered within the existing plans.
2. Set out the specific savings opportunities (if there are some) and provide a high-level view of how they can be realised.

To do this the commission will:

1. Bring to bear / apply some of the strategies that other organisations have deployed or are deploying to deliver savings in similar environments and determine the extent to which you are exploiting those approaches.
2. Conduct an activity-based analysis of corporate services to determine the extent to which activities are value-adding in terms of the strategic objectives and customer priorities, and therefore determine opportunities to rationalise current activities.
3. Apply lean/business process reengineering principles to examine core processes to determine opportunities for efficiency improvement.

The output will be:

An evidence-based assessment of the extent to which Resources is maximising savings opportunities, identification of any specific further opportunities to deliver savings and a high-level view of the strategy for doing so.

In order to meet the savings requirement the Resources Directorate is placing an increasing emphasis on Commerciality and this will also be looked at as part of the work. The objectives of this component will be to:

1. Review your commercial strategies for increasing revenue, productivity, market share and corporate image, and investing in development and what other local authorities are doing, to identify opportunities to improve commerciality.
2. Review structures to determine the extent to which Resources is positioned to drive the commercial portfolio.

The proposed engagement will cost £19,500 and deliver a health check document as well as an assessment of future opportunities

One Powys Plan

The provision of effective and efficient Resources support provides an important role in delivering the council's objectives. In order to deliver the required efficiencies and transformation the directorate will need to manage the risk of change effectively.

Options Considered/Available

Following consideration it has been decided to go for a relatively 'light' touch use of external support to challenge and support the new model of delivery. This will mean greater ownership by teams delivering the changes.

Another option would be not to commission support.

Preferred Choice and Reasons

The preferred choice gives access to expertise and best practice elsewhere through Syzergy's customer focus and awareness of the area being considered.

Support Services (Legal, Finance, Corporate Property, HR, ICT, BPU)

Legal: The recommendation can be supported from a legal point of view provided that an appropriate contract exemption is obtained.

Finance: The funding will be provided by the Council's change management budget.

Statutory Officers

The Strategic Director Resources (Section 151 Officer) supports the proposal in order to gain assurance about savings delivery and service management within the budget envelope.

The Solicitor to the Council (Monitoring Officer) has commented as follows: "I note the legal comment and have nothing to add to the report"

Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

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| Recommendation: | Reason for Recommendation: |
| That Syzergy is commissioned to provide support for the further development of the new Resources model and savings delivery | External advice is required to help deliver services within the budget envelope |

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| Relevant Policy (ies): | Policy on the Use of Consultants | | |
| Within Policy: | Yes | Within Budget: | Yes |

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| Relevant Local Member(s): | Not applicable |
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| Person(s) To Implement Decision: | David Powell |
| Date By When Decision To Be Implemented: | 28th April 2017 |

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Background Papers used to prepare Report: