

PPP: Performance and planned activity



**Cabinet Report
24th March 2015**

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Performance July – December 2014



	July 14	Aug 14	Sep t 14	Oct 14	Nov 14	Dec 14
On or above target	58	61	62	59	60	62
Below target	9	8	8	10	9	8
Relief Event agreed	9	8	8	10	8	8

- **Council Tax collection 85.0% (Dec 14), 85% (Dec 13) but ahead of target**
- **Business Rates collection 85.0% (Dec 14), 88.3% (Dec 13) but now 12 months to pay, ahead of target**
- **Rent recovery 94.05% (Dec 14) compared to 93.75% (Dec 13), but below target**
- **Customer service PIs impacted by Welfare Reform due to increased calls and complexity - Relief Events agreed**

Achievements – year to date



- Customer Service Team reaccredited in Customer Service Excellence
- The Leadership and Development team secured external funding of £173,000 in 2014
- Flexible working solution pilot underway (GPGS)
- Town Hall Telephony upgraded
- Kier managed building sales of over £1m (year to date)

Context



- PPP contract live from October 2010
- PPP is delivering to contract and KPIs are met
- Public sector budget / customer expectations / demographics / economic challenges / combined authority / technological advances etc, etc
- Local government core funding will fall by 43% during the current parliament, and the trend is likely to continue
- A lot of changes since the start of the contract
- In it's current form the PPP is not right for our future
- We require change, not more of the same.

PPP – position statement



- Generally delivering and achieved some improvements
- Concerns regarding capacity in HR and ICT
- A need for :
 - Increased client management activity and improved processes
 - Greater coordination and prioritisation
 - Increased proactive activity
 - A revised shared strategic vision for 2015 onwards linking to our Corporate Plan
 - The PPP to be an enabler of our transformation

PPP – Work done so far



- Discussions with Arvato and Kier
- Our 4 year Corporate Plan – determining our longer term requirements
- Considering HR current position
- Considering existing KPIs
- Focus on gaining a better understanding of our current ICT, where we can reduce cost and where we need to invest
- Identifying the key areas where ICT should act as an enabler of change
- The importance of the Client Manager role

PPP

Outline Activity now – June



- **UNDERSTANDING THE 'AS IS'** – Understand contractual liabilities, the financial model and current performance
- **DETERMINING THE 'TO BE'** – If we were starting now, considering the context and building in the Corporate Plan and GPGS, what would the PPP look like? Review scope, service provision and KPIs
- **CLIENT SIDE** – Determine appropriate client-side structure / skills to manage the reshaped contract and relationship professionally, effectively and proactively
- **RELATIONSHIP** – Develop by understanding and respecting each other strategically and operationally, agree simple but formal processes, seek clarity regarding governance / communication / instructions / reporting
- **SUMMARY** – We need to re shaping the partnership for the future

ICT outline activity: now–June



- Review and rationalise all ICT systems
- Challenge ICT spend with services and suppliers
- Develop a Council ICT strategy, to support the Corporate Plan, Operating Model, GP:GS and business as usual
- Separate and prioritise ICT activity and spend into support and transformation
- Introduce an ICT transformation enabling workstream into GP:GS
- Develop governance and processes to ‘grip’ and prioritise ICT spend based on standardised off-the-shelf products and introducing a ‘life cost’ approach

PPP and ICT deliverables by end of June 2015



- Re-shaping the PPP
- Productive strategic relationship
- Determining where the contracts and KPIs need to be revised
- Transparent and balanced approach between transformation and business as usual
- Effective client-side people and processes
- Roles and new processes understood and adhered to across the council
- ICT strategy
- ICT transformation enabling workstream into GP:GS

Summary



- 4 years into the PPP - generally meeting contractual requirements and delivering what it set out to do
- But major changes have impacted the Council since 2010
- The PPP must be agile and flexible to be successful in the future
- Our Council must be agile and flexible to be successful in the future
- We need to work effectively with Arvato and Kier and take responsibility for reshaping the PPP

Decisions required from Cabinet



- Support the need for the PPP to be reshaped with work undertaken between now and the end of June 2015
- Support the need for stronger and transparent corporate processes that provide direction and prioritisation to the PPP services
- Agree to receive a report in July 2015 to provide an update on progress together with any recommended changes