

Future Services Delivery Options & Client/Provider Mutuality

Mark Stevens, Suffolk County Council

Coverage

- **Do you know what you want (what you really, really want)?**
- **Are clients from Mars and providers from Venus?**
- **Avoiding round pegs in square holes...**
- **Building foundations mutually**
- **How high do you want to fly?**
 - If you shoot for the moon and miss, you're still amongst the stars...

360° ('Client'/Provider) Assessment Exercise

Provider Assessment Scorecard Overview

Appendix A: Client-Side Factors (360° Assessment)

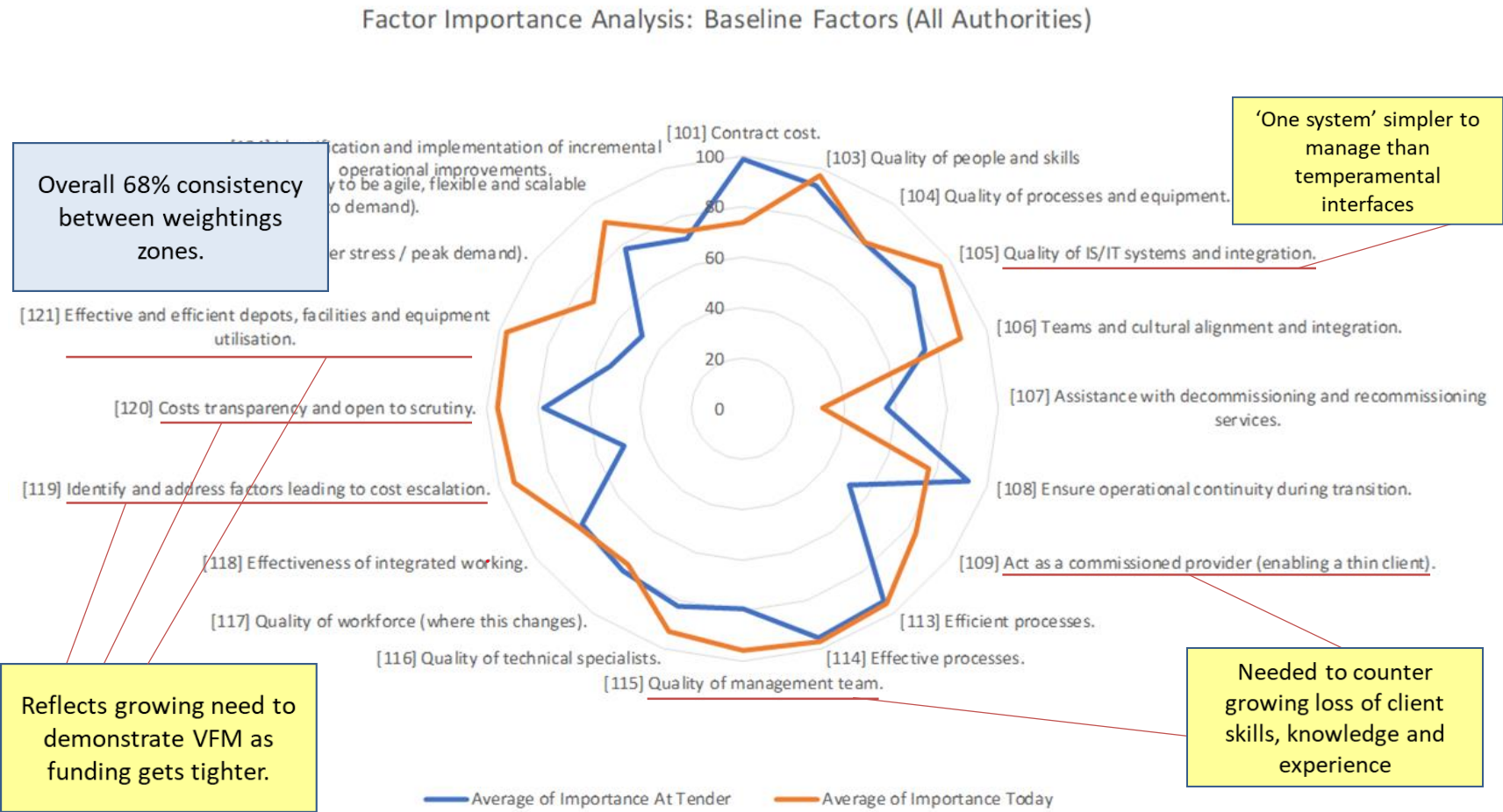
Authority Name
Completed By (Name)
Completed By (Position)
Completion Date
Contractor Name
Other
Arrangement
Other
Contract Start Date
Contract End Date
Period With Contractor
Total Contract Period

Instructions
1. Please complete each field with a yellow background in the header block (to the left of these instructions).
2. Please select an appropriate response for each yellow field next to each factor below.
3. New factors can be added by overtyping the "Other" factor titles with a green background below.
4. If new factor are added, please select an appropriate response in each green field below (leave blank if not used).
5. Save the workbook regularly.
6. Return the completed workbook to Proving for collation and analysis.
7. You will be issued with a fully collated set of results for all FHRC members.
Return email address: s.wilson@provingservices.co.uk

ID	Contractor & Contract Considerations (Assessment Factors)	Factor Importance At Tender	Factor Importance Today	Variance	Current Provider Performance	Promised / Expected Performance	Variance
	Baseline Factors						
101	Contract cost.			0.00			0.00
102	Effective contract mobilisation.						
103	Quality of people and skills			0.00			0.00
104	Quality of processes and equipment.			0.00			0.00
105	Quality of IS/IT systems and integration.			0.00			0.00
106	Teams and cultural alignment and integration.			0.00			0.00
107	Assistance with decommissioning and recommissioning services.			0.00			0.00
108	Ensure operational continuity during transition.			0.00			0.00
109	Act as a commissioned provider (enabling a thin client).			0.00			0.00
110	Other			0.00			0.00
111	Other			0.00			0.00
112	Economic, effective and efficient operations.						
113	Efficient processes.			0.00			0.00
114	Effective processes.			0.00			0.00
115	Quality of management team.			0.00			0.00
116	Quality of technical specialists.			0.00			0.00
117	Quality of workforce (where this changes).			0.00			0.00
118	Effectiveness of integrated working.			0.00			0.00
119	Identify and address factors leading to cost escalation			0.00			0.00

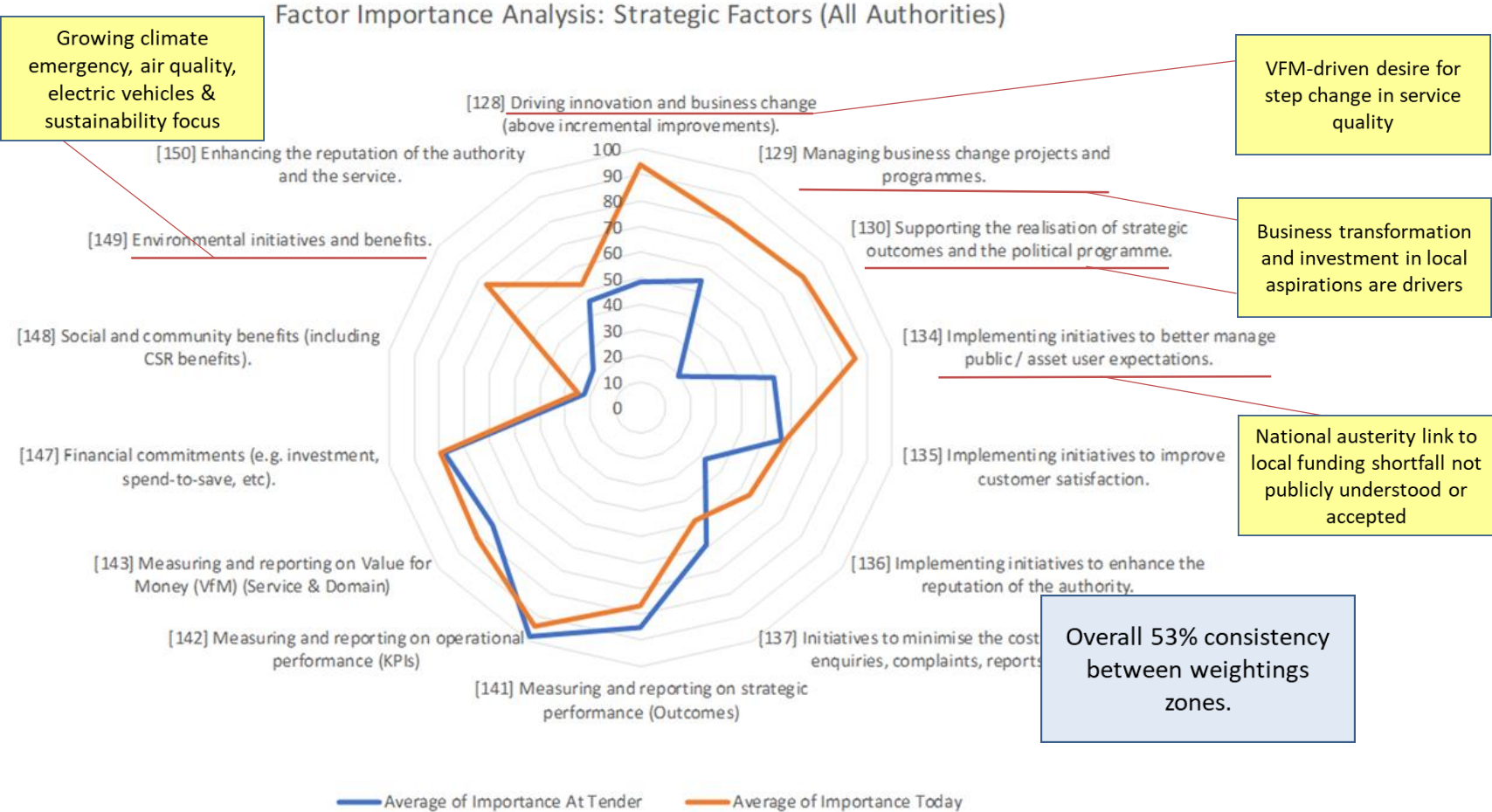
Analysis of 'Client' Factors Importance

Baseline Factors



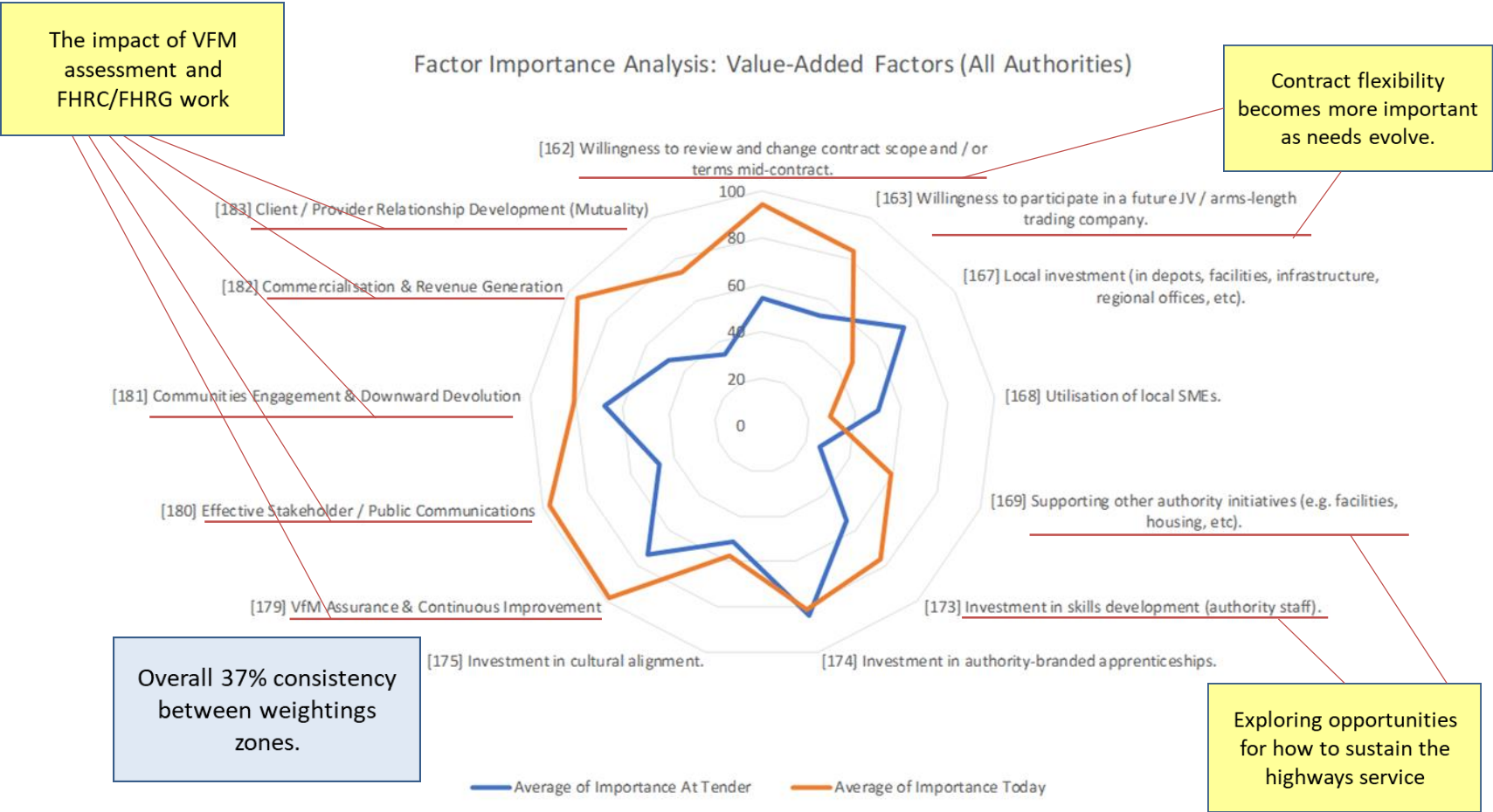
Analysis of 'Client' Factors Importance

Strategic Factors



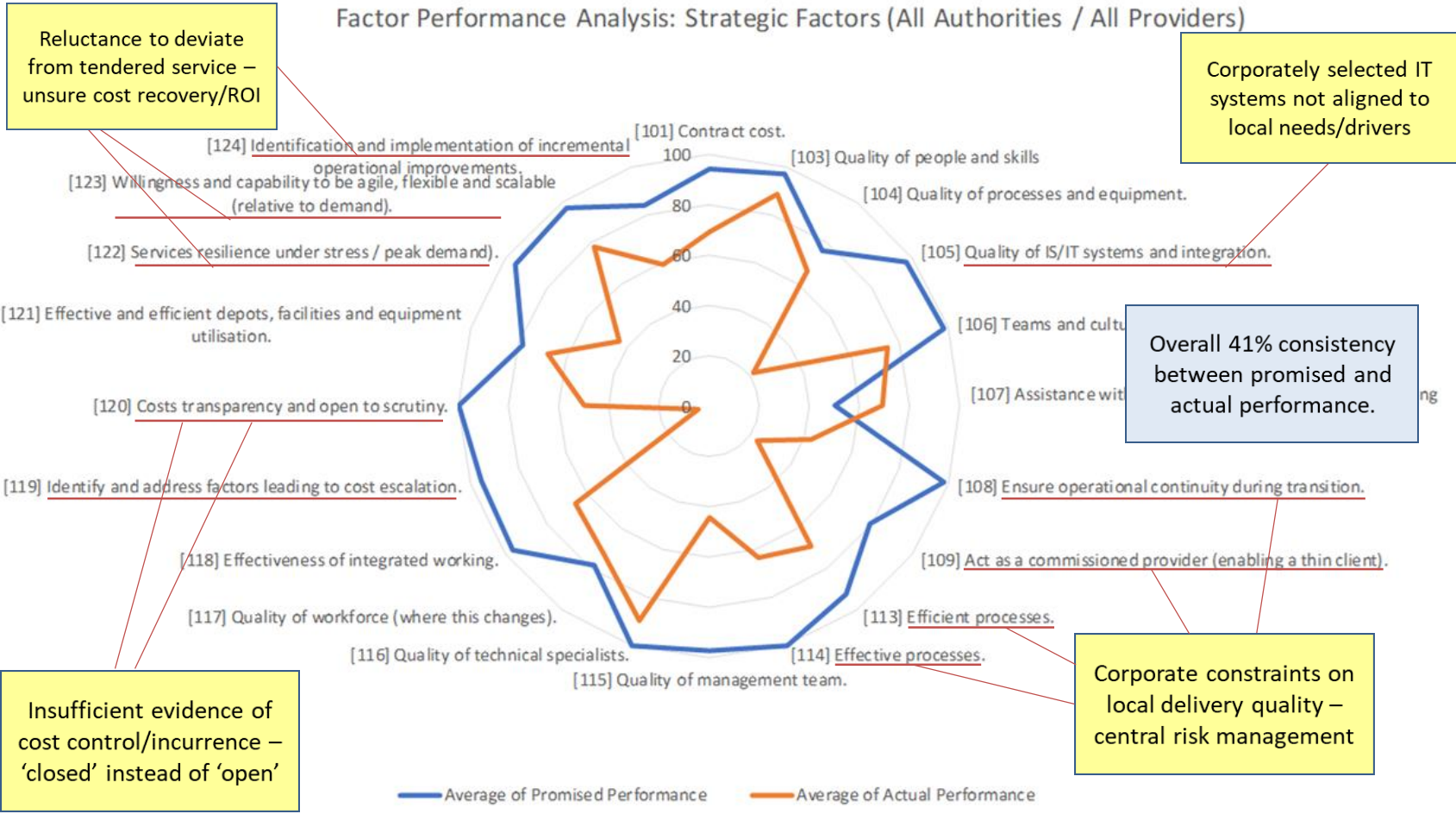
Analysis of 'Client' Factors Importance

Value-Added Factors



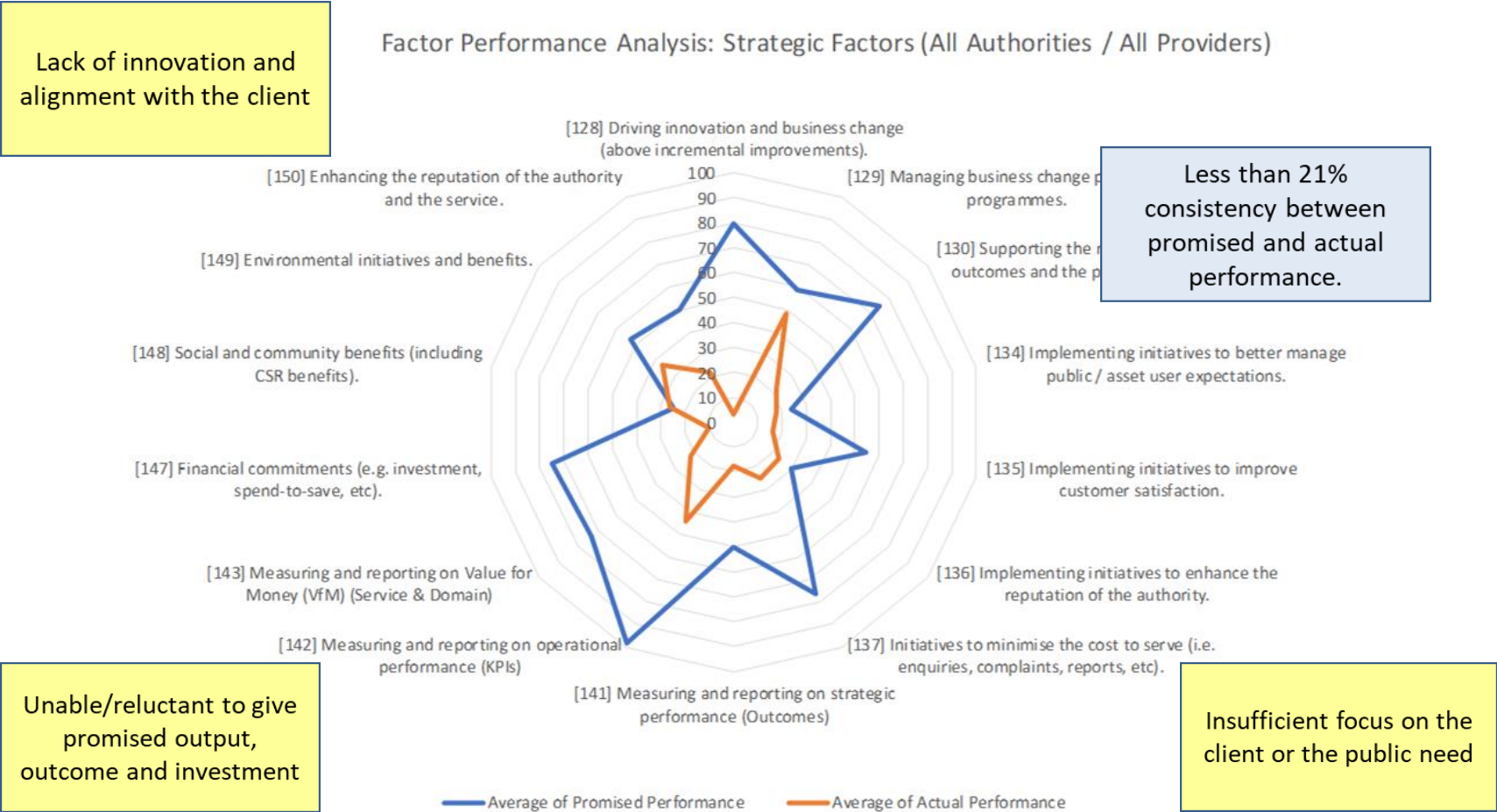
Analysis of Provider Performance

Baseline Factors



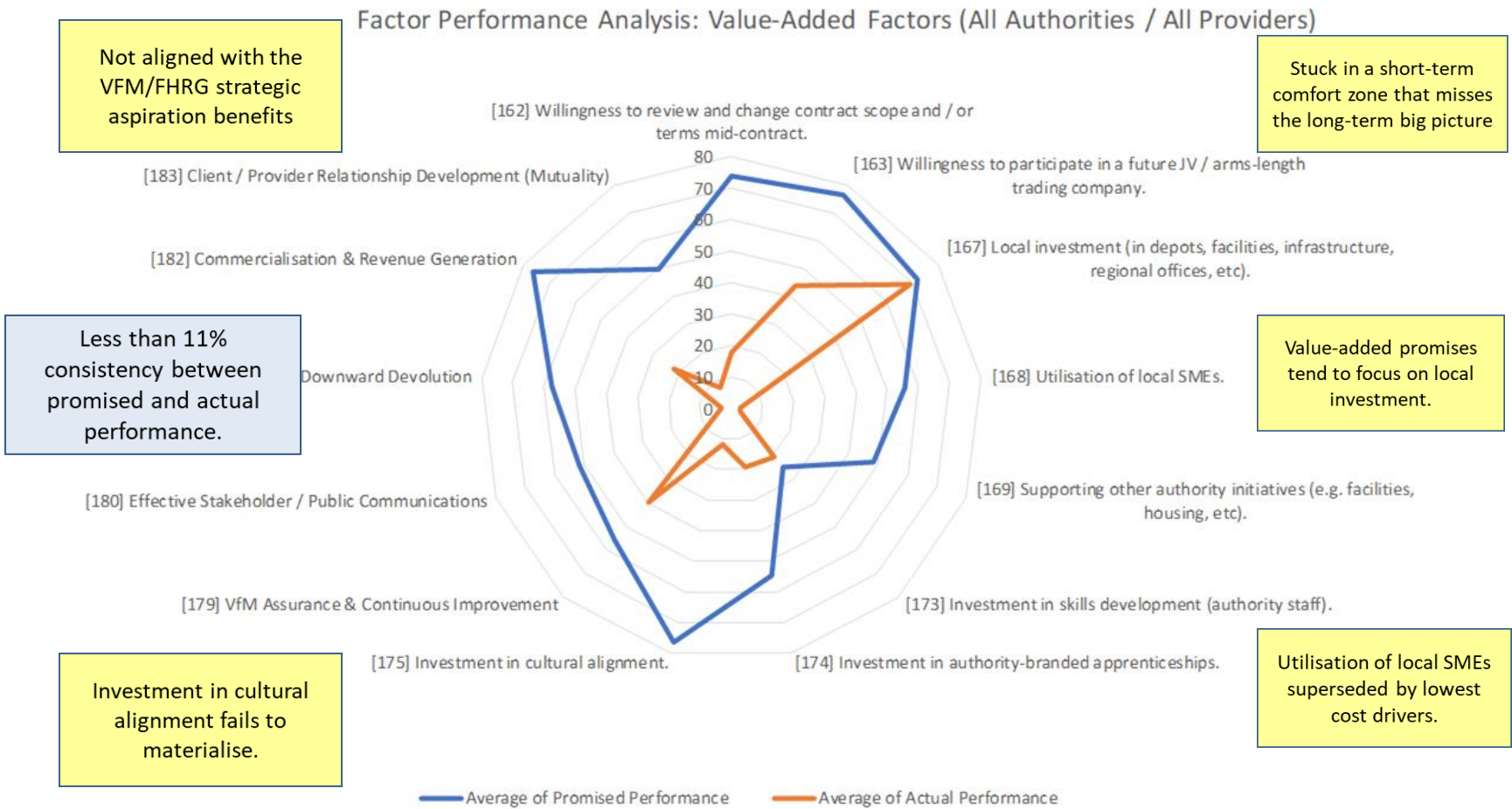
Analysis of Provider Performance

Strategic Factors



Analysis of Provider Performance

Value-Added Factors

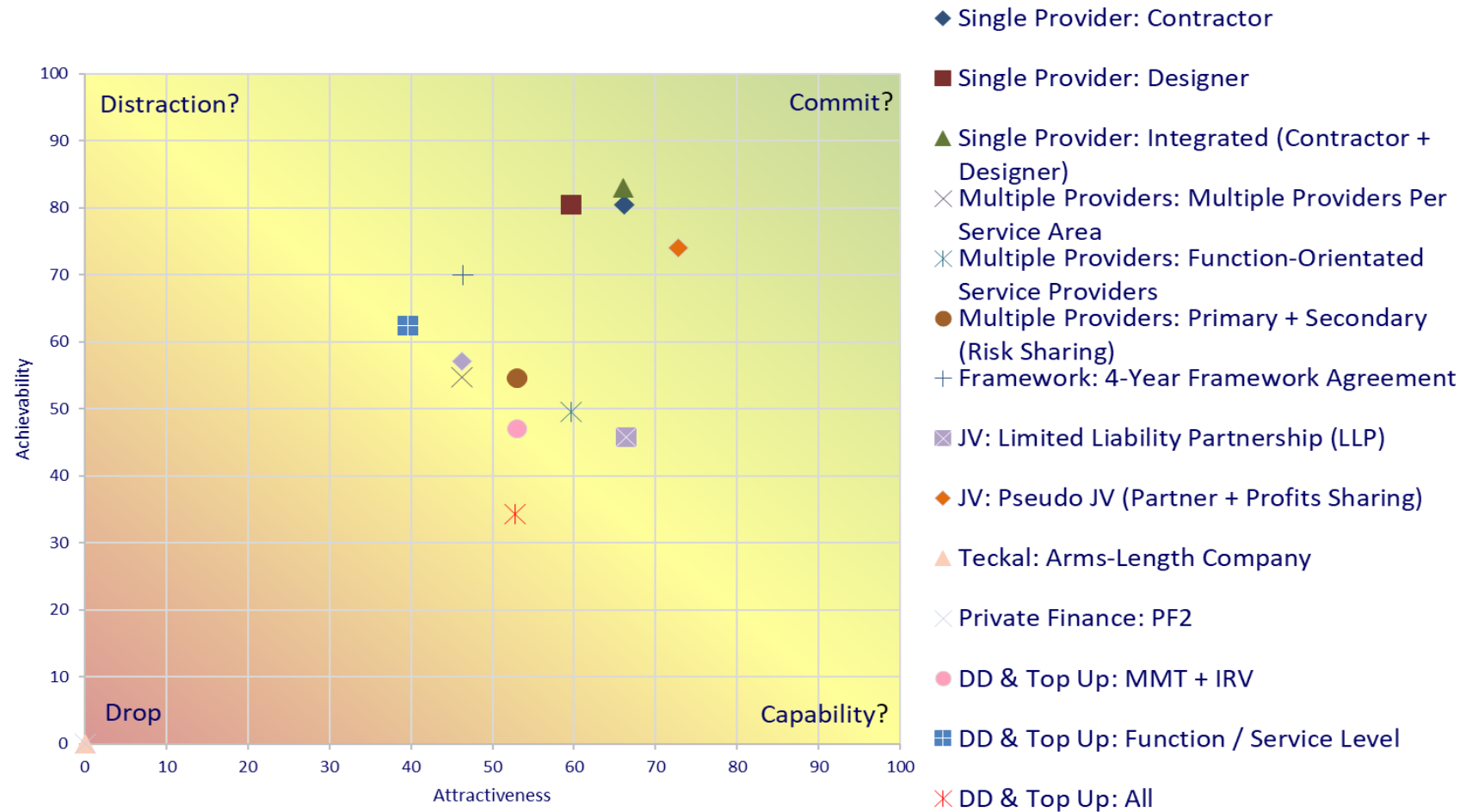


What arrangement could work best?

[illegible]

Assessing & Prioritising Services Delivery Options

Future Highways Options: Attractiveness & Achievability Portfolio



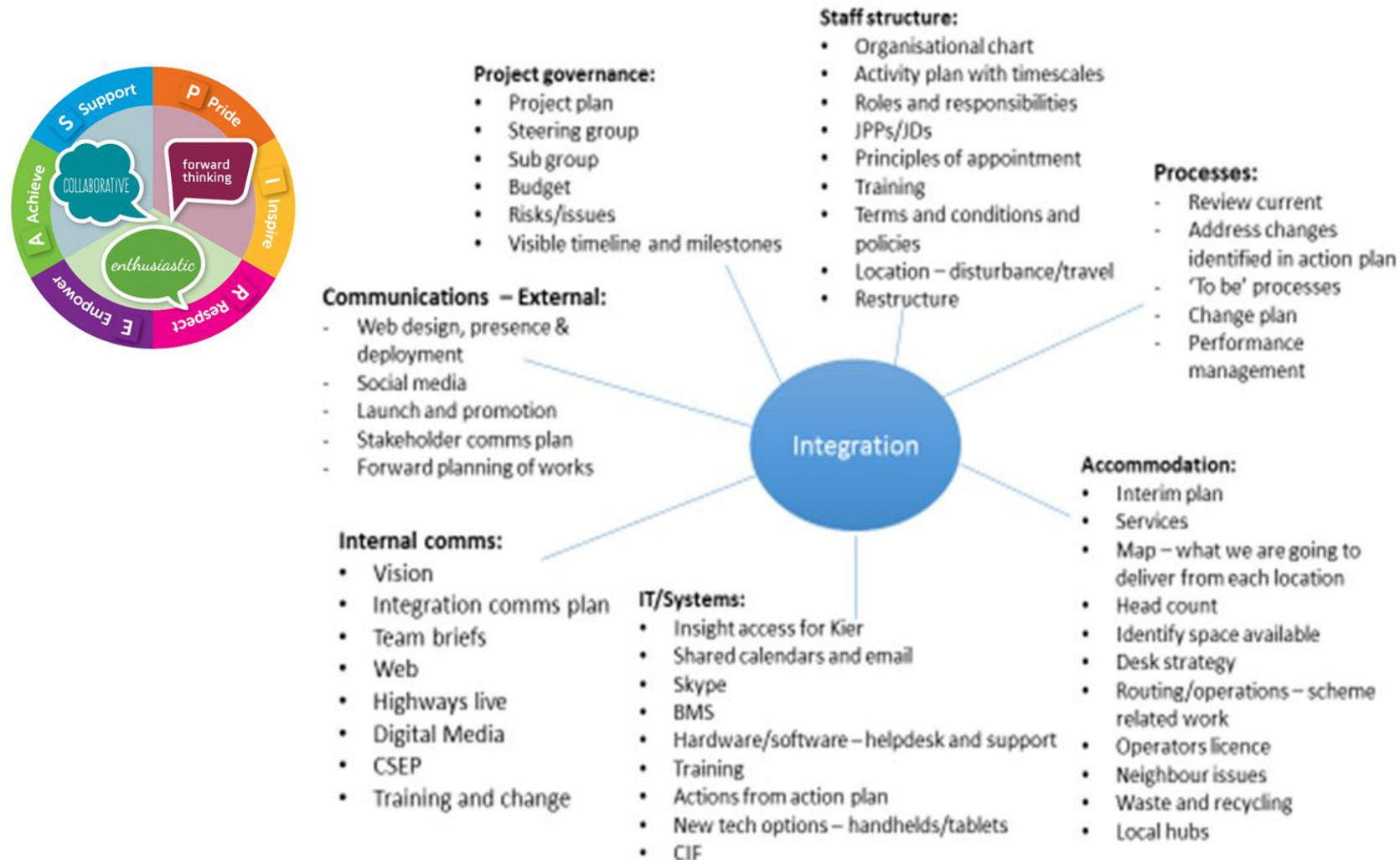
Building the commissioner/provider alliance

Option Type	ID	Title
Single Provider	1	Single Contractor (Excludes Designer)
	2	Contractor + Designer
Multiple Providers	3	Multiple Providers Per Service Area
	4	Function-Orientated Service Providers
	5	Primary + Secondary (Risk Sharing)
Framework	6	4-Year Framework Agreement
JV	7	Joint Venture Company
	8	Commissioned Partner (Profits Sharing)
Teckal	9	Arms-Length Company
In House + Reformation	10	VfM Assurance & Services Commissioning
In House + Top Up	11	Top Up for Peak Demand Matching
	12	Designer & Professional Services

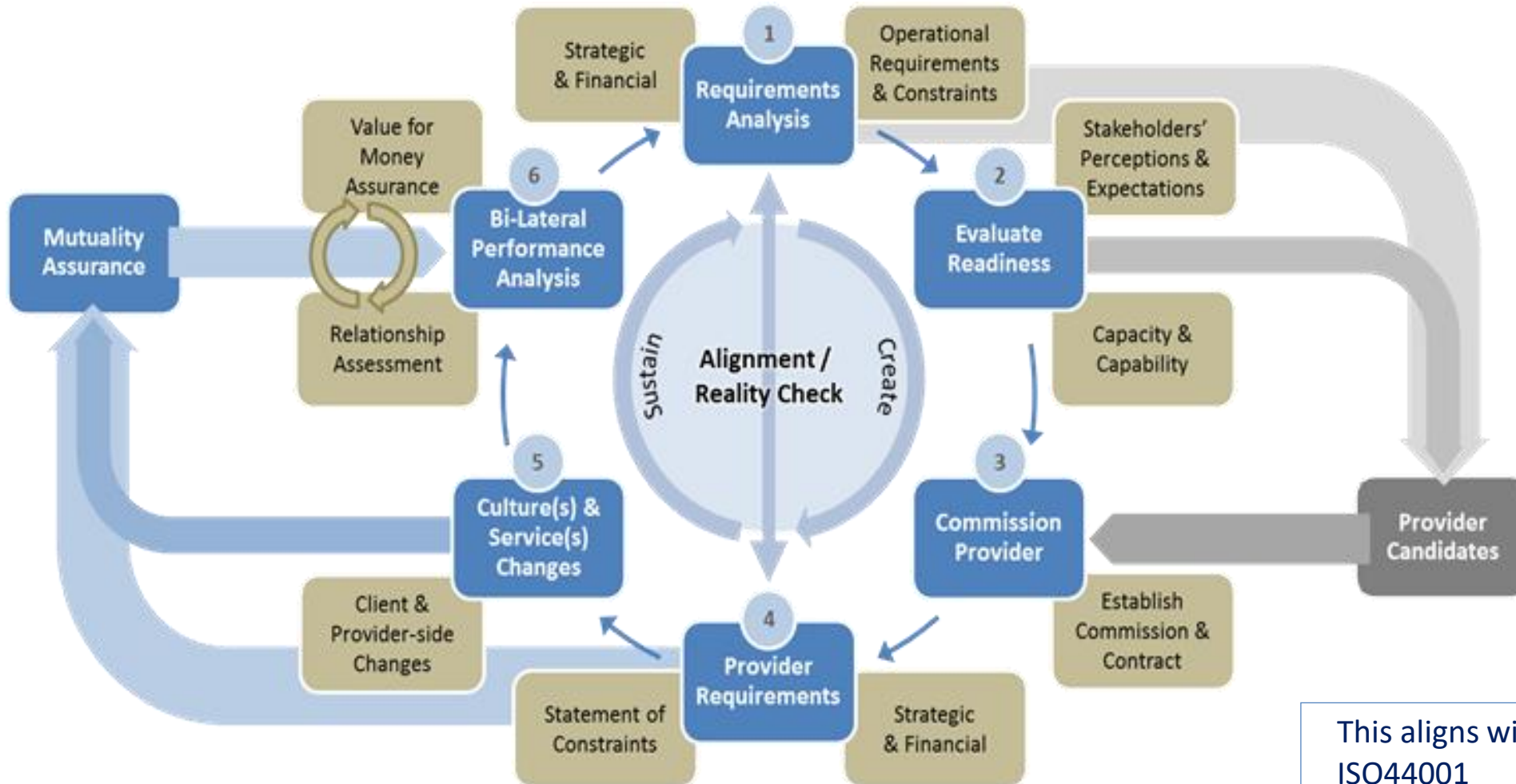


	DECIDING	CREATING	DELIVERING	SUSTAINING
BEHAVIOUR	Deciding Behaviour	Creating Behaviour	Delivering Behaviour	Sustaining Behaviour
INTEGRATION	Deciding Integration	Creating Integration	Delivering Integration	Sustaining Integration
LEADERSHIP	Deciding Leadership	Creating Leadership	Delivering Leadership	Sustaining Leadership
COMMERCIAL	Deciding Commercial	Creating Commercial	Delivering Commercial	Sustaining Commercial

The many elements of integration...



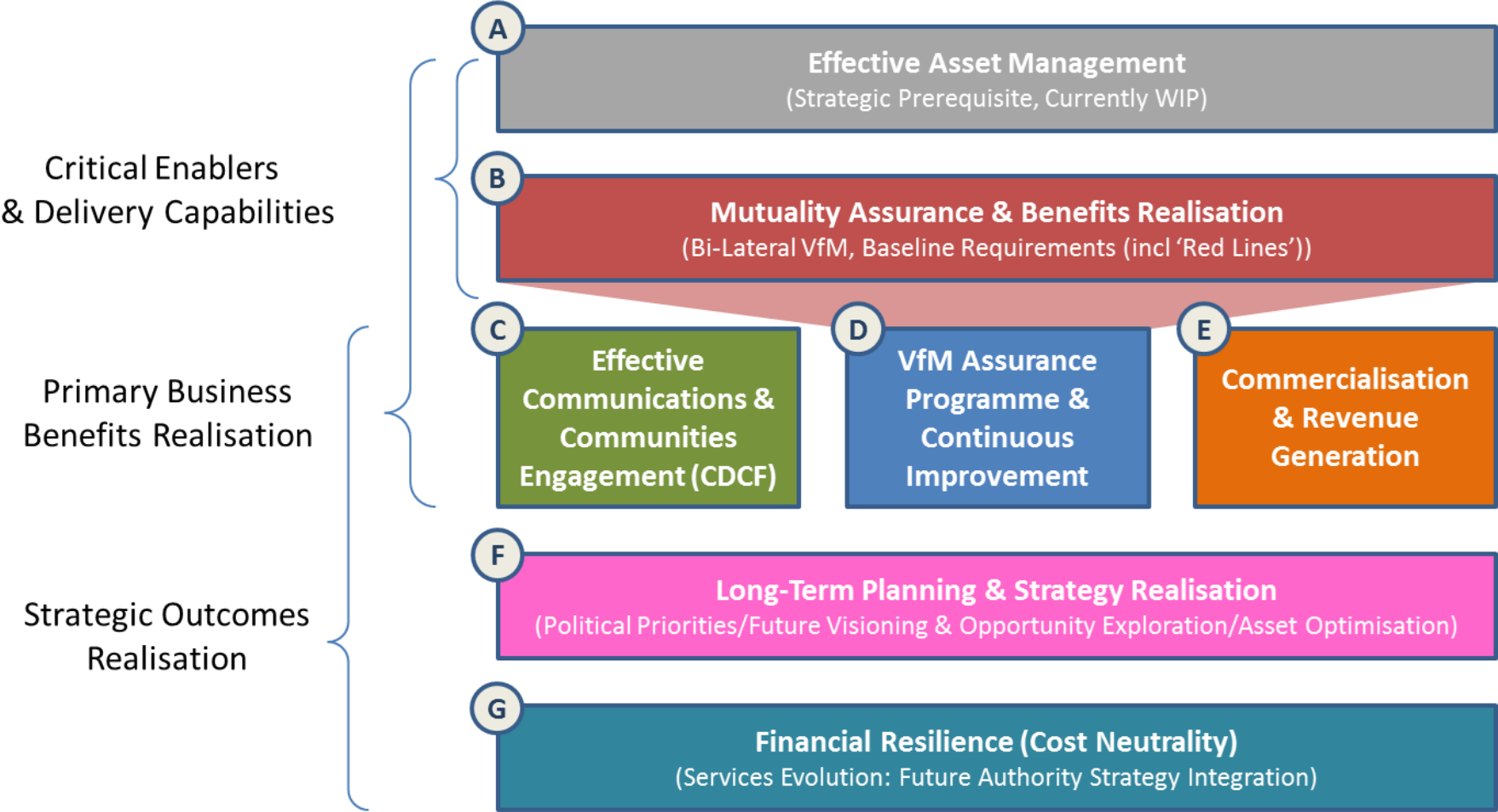
Mutuality Assurance: A Step-By-Step Guide...



Translation into documents for mutuality...

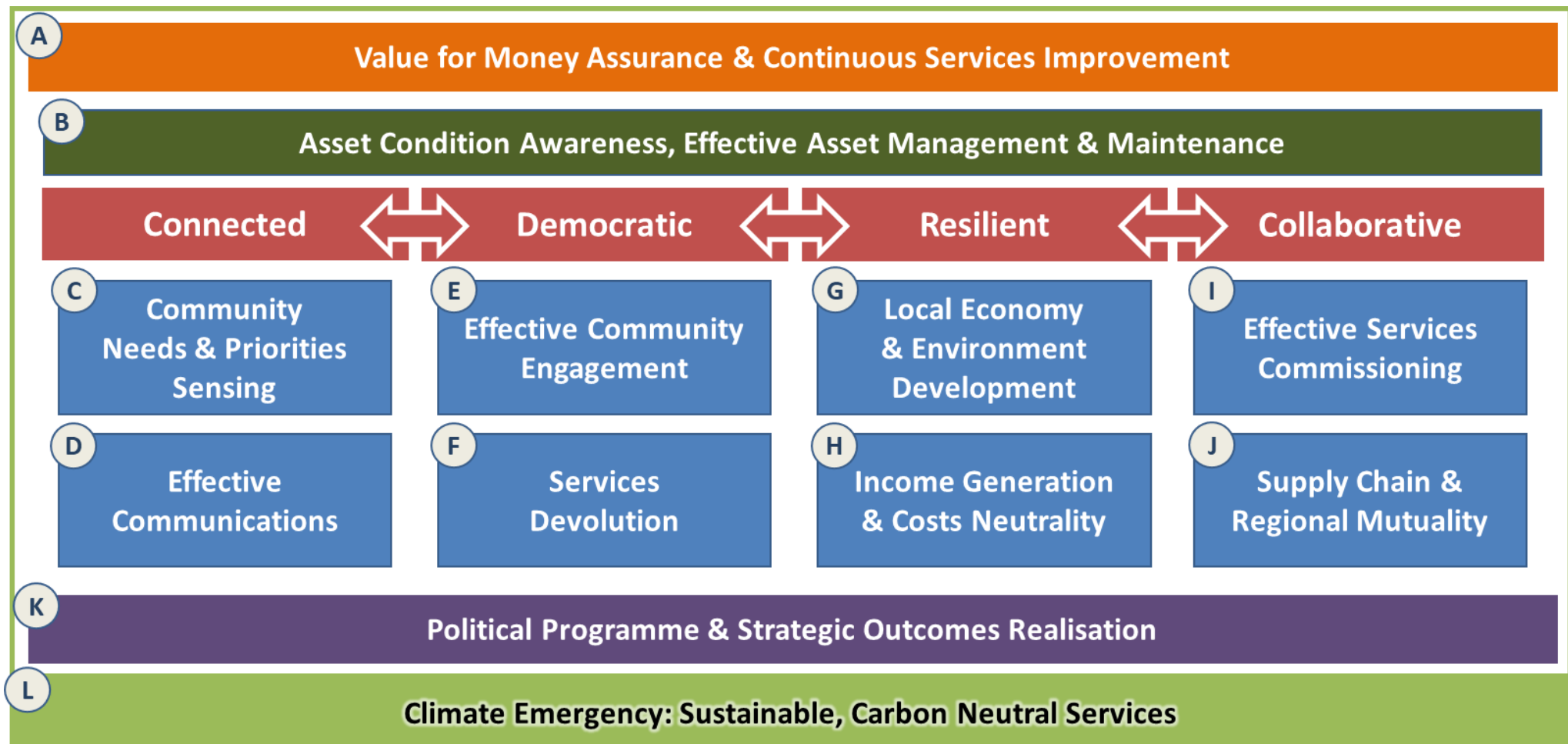
<p>General management</p> <ul style="list-style-type: none"> ❖ Business plan (5 or 10 years) and annual report ❖ Performance management framework ❖ Joint business continuity plan ❖ Information management agreement (GDPR) ❖ Risk register/allocation agreement ❖ Standard design manual and management ❖ Leadership development programme ❖ Personnel induction process & development plan ❖ Innovation strategy ❖ Exit strategy <p>Communications strategy</p> <ul style="list-style-type: none"> ❖ Communication and stakeholder engagement plan ❖ Channel penetration plan (media, social media, web) ❖ Supply chain engagement ❖ Branding – clothing, vehicles, buildings <p>Supply chain strategy</p> <ul style="list-style-type: none"> ❖ Extension of ISO44001 to supply chain partners ❖ Service review strategy ❖ Commercial engagement/MOU ❖ WSP engagement 	<p>Commercial model</p> <ul style="list-style-type: none"> ❖ Joint partner commercial group (incl terms of reference) ❖ Defined profit sharing ❖ Pain/gain mechanism ❖ Estimation model (fixed price/SOR/target price) ❖ Investment programme (capital investment) ❖ Operating cost apportionment (LMO fixed assets) ❖ Staff cost apportionment (LMO variable costs) ❖ Overhead/profit internal & external client percentages ❖ Commercial targets ❖ Contracted work thresholds <p>Quality assurance systems</p> <ul style="list-style-type: none"> ❖ ISO9001 ❖ ISO14001 (including recycling strategy) ❖ ISO18001 (OH-SAS18001) (incl H&S audits/regimes) ❖ Joint health and safety statement ❖ Joint policy statements ❖ ISO55001 ❖ ISO44001 ❖ Joint relationship management plan ❖ Overarching strategic review process (ISO9004) ❖ Cyclical (systems thinking) review programme
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Suffolk's Strategic Programme: July 2017



*Community Delivered / Community Funded (CDCF) Services

The FHRG Strategic Programme 2020



Some parting thoughts...

- **Flexible contracts - enabling new operating model usage**
- **Better bi-lateral understanding/appreciation of each party's issues and challenges.**
- **Mutually agree a partnership's aims and objectives**
- **Integrate to collaborate properly – ISO44001**
- **Embrace innovation – including for strategic challenges**
- **Create change management capability/capacity**
- **'Money talks' - so get early cost transparency and control**
- **Manage each other's performance**
- **Have an agile partnership, not just agile partners**