












# Management Options for Leisure and Culture

Appendix 1



# Introductions



 <p>Delivered successful projects <b>for over 120 clients</b> across the UK – including public sector (councils, NHS, social enterprises) and private sector</p>	 <p><b>c.£19m</b> annual savings via new operating models facilitated</p>	 <p>Typical payback on our fees <b>within</b> <b>6 weeks</b> of new contract starting</p>	 <p>Our work covers all models and is <b>tailored</b> to meet our client's key drivers</p>	<p><b>100%</b> of procurements completed <b>without legal</b> <b>challenge</b></p>
<p>Successfully facilitated the establishment of <b>23 new</b> <b>operating</b> <b>models</b> across the UK</p> 	<p>Our work resulted in the <b>first ever</b> <b>licence granted</b> <b>to a council</b> to trade legal services from the Solicitors Regulation Authority</p> 	<p><b>Finalists</b> in CIPS 2014 and Go Excellence in Public Procurement Awards 2016 for outcomes of outsourcing projects</p> 	 <p><b>New operating</b> <b>models</b> developed for variety of services</p>	 <p><b>Great references</b> <b>and case studies</b> – just ask and we'll share</p>

# Desired requirements



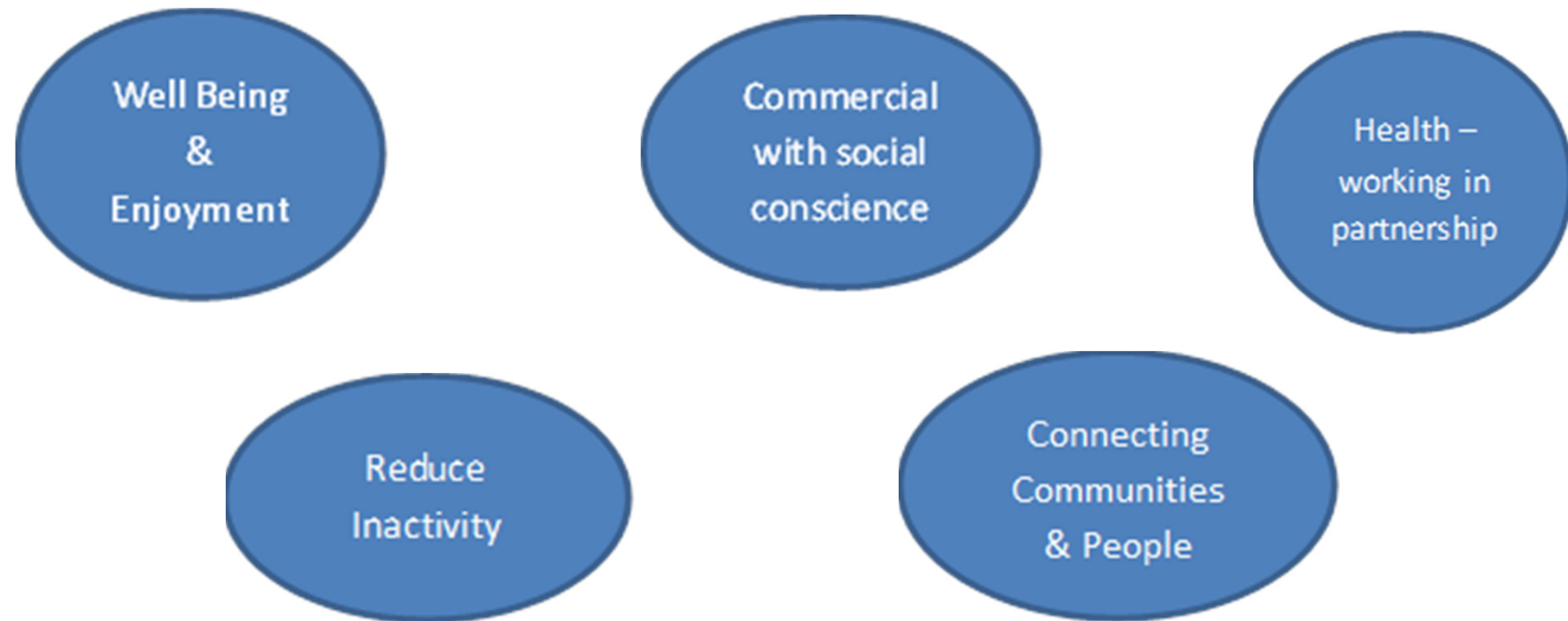
- Council retain ownership of all land and buildings
- Ability to get more people, more active, more often – for the same investment or less
- Can achieve (or exceed) the requirement to deliver a £440k saving in the financial year 2018/19, and savings in subsequent years which meet the requirements of the MTFS
- Council retains influence over strategy, pricing and programming
- Governance designed to encourage performance improvement and innovation
- Staff protections in place (pensions and T&C's)
- Facilities and services within scope have synergies and benefit from being together under single management body

# Our brief – the scope of work



- Which model will be best able to deliver our required strategic purposes ?
- Which model will be fit for the future – and aligned to the needs of new funding partners (including health commissioners) ?
- What is possible within the new procurement regulations (2015)?
- What are the timescales for delivery?
- What are the estimated financial savings from each model?
- What is the scope to improve existing services?
- What is the potential for elements of the services capable of commercial exploitation – including catering and retail and business units.
- How can investment for assets be secured?
- How do we demonstrate that we have reflect the views of the (c.1700) respondents to the community survey.

# Provide Good Things for me to See, do and Visit



# Management options available?



## Council controlled

- In House – Status Quo
- In House – Transformed
- Local Authority Trading Company

## Outsourced

- Trust /Charity
- Not for profit company / hybrid
- “Private sector”

# Summary of Weightings




Criteria and weightings



- Savings - potential over 10 year term
- Ability to get more people , more active , more often
- Ability for Council to implement improvement and change over the term
- Degree of Council control, and client resourcing demands
- Ability to determine and adapt pricing and programming policy
- Ability to effectively impose staff protection measures
- Alignment with future funding models - health commissioners etc
- Ability to secure grants and attract inward investement
- Complexity - transformation and / or deployment issues
- Ability to mitiaate impact and deliver savings on support services staff and svstems

# Summary of Options



<b>REDDITCH BOROUGH COUNCIL</b> 		
	Option Name	Total Score
	<b>In-House Services Transformation</b>	<b>66.40%</b>
	<b>Local Authority Trading Company (LATC)</b>	<b>82.40%</b>
	<b>Locally Established Charitable Trust / Mutual</b>	<b>67.20%</b>
	<b>Outsource to a Specialist Operator</b>	<b>69.40%</b>



# Questions – matters arising

