



# Human Engine Proposal: Strategic Review

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Version 5

# About Human Engine

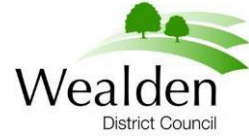
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- Human Engine is an independent, Financial Times top-ranked management consultancy with its origins the public sector.
- Our team includes former senior local government officers with extensive experience of national best practice.
- We blend award-winning consulting expertise with lived experience of delivering modern public services.
- Since 2018 we have worked with more than 40 public sector organisations to develop strategies, transform processes, enhance customer experience and change organisational culture.
- Our experience includes organisation-wide transformation across large, complex authorities as well as delivery of projects in specific service areas.
- Our mission is to help organisations and individuals in the public sector to do the best work of their lives.





# Past and Current Clients



# Your Requirement

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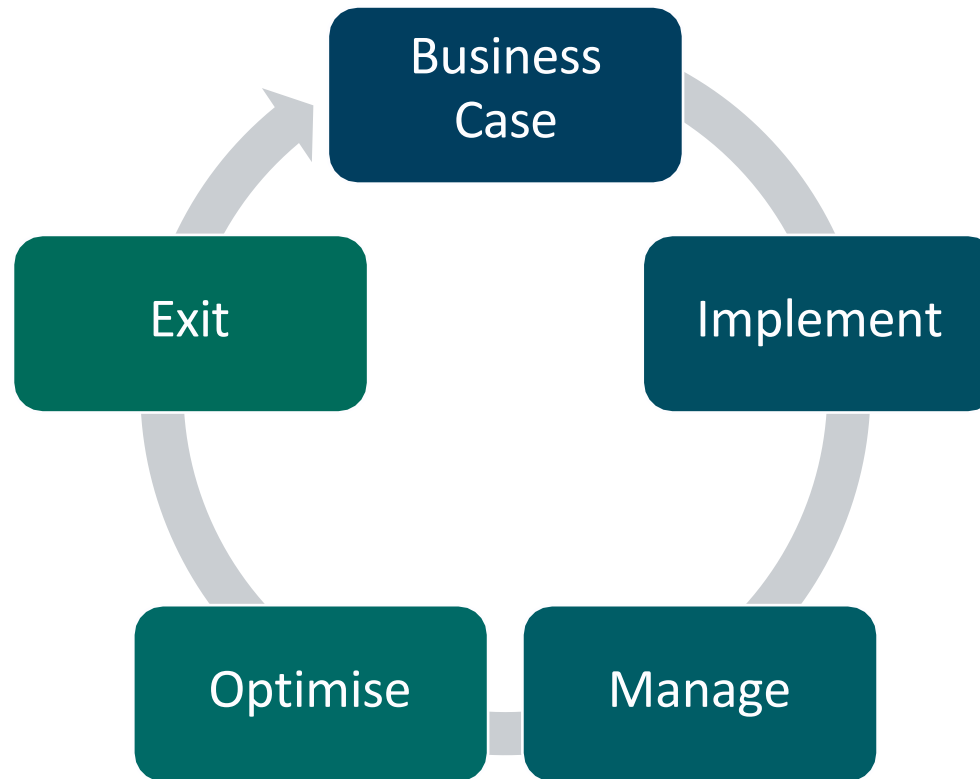
- The majority of local public services in the area are delivered by Publica, a not-for-profit Teckal company established in 2017 and owned by Cotswold District Council, Forest of Dean Council, West Oxfordshire District Councils and Cheltenham Borough Council.
- Since Publica was formed, the context for the shareholder authorities has changed. Cotswold District Council (CDC) and West Oxfordshire District Council have changed political control and all of the shareholder councils have now reinstated Chief Executive positions.
- A recent LGA peer review at CDC recommended that the council review the future delivery options for some services (including whether they should remain with Publica) and revisit the relationship between the council and Publica, particularly around effective commissioner/provider roles.
- CDC has accepted the recommendations of the peer review and incorporated these into an action plan which has been agreed by Full Council.
- Following discussions with all of the shareholder authorities, the councils wish to commission a more detailed review that considers the future of a number of specific services: Democratic Services, Elections, Planning, Strategic Finance, Commissioning and Procurement.
- The Chief Executives of each of the shareholder councils have been involved and engaged in the proposal and commission. The councils have stressed that the outcome of the review cannot increase the overall cost of services, although alternatives could be proposed that offset increased costs in certain services.
- The review should add depth to the lines of enquiry opened by the LGA peer review and provide an options appraisal for the future of those services in scope.

# Relevant Experience

Our experience covers the full shared services lifecycle:

Led review and exit management of shared procurement service between London Boroughs of Brent and Harrow, including TUPE and recruitment to new in-house teams

Led a review and transformation of the shared service arrangement between Richmond and Wandsworth Councils, improving commissioning, procurement and contract management practices across £350m combined spend



Assessed the benefits, disbenefits and risks for Buckinghamshire Council of entering the LGSS partnership, resulting in a 'no go' decision with alternative options presented

Implemented a shared HR service between Buckinghamshire and Harrow Councils, saving £1m by the end of Year 3

Managed a shared procurement service across Westminster City Council and Royal Borough of Kensington & Chelsea, covering £700m combined spend

# Framework for Review

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## Return on Investment

Evaluate the input resources (contributions made by the councils) against available data on outcomes to establish return on investment.  
Consider original business case benefits against the current context for the council to determine best ways to achieve ongoing value for money.

## Residents

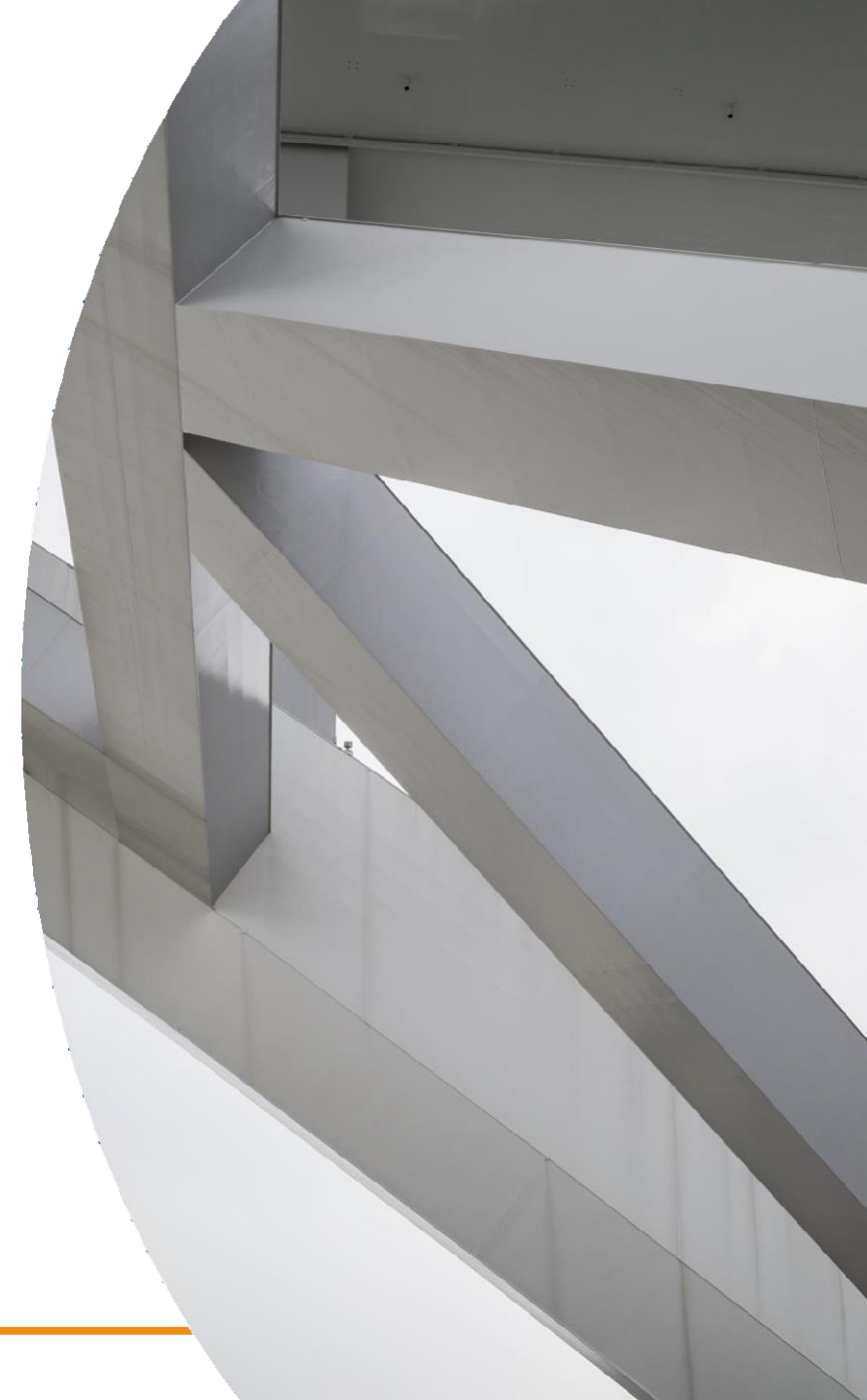
Assess whether the current arrangement or transitioning to new arrangement(s) will have a net positive, neutral or negative impact on customers. Consider the ability of different delivery options to respond to changes in demand.  
Set out mitigations to avoid any negative impact on customers during any possible transition.

## Risk

Assess the risks of different delivery options, including risk of no change as well as different models. Consider the risks and cost of transition to new models, potential loss of resilience from any disaggregation and mitigation strategies.

## Relationship

Review the relationship, roles and responsibilities between the councils and Publica. Assess the benefits and disbenefits of the existing shareholder-partnership model versus a client-provider relationship.  
Recommend necessary changes to governance, roles and capabilities to ensure effective commissioning.



# Our Approach

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## Define and Discover

- Kick-off with council Chief Executives to confirm brief, scope, timescales and stakeholder approach
- Initiate data requests (accepting likelihood of gaps)
- Forward plan key dates – Cabinet meeting

2

## Engage and Explore

- Workshops with Chief Executives and senior management retained in councils to map out priorities, plans and pressures; evaluate existing service provision; consider future options, benefits and risks
- Interviews with selected Publica personnel to understand the provider perspective
- Review of available documents and data to establish original business case benefits and evaluate success of benefits delivery

3

## Devise and Develop

- Develop first draft report, including options appraisal for each service in scope and how this affects the overall model
- Informal debrief with the Chief Executives
- Informal review of findings, options and recommendations with the councils

4

## Iterate and Improve

- Develop final draft report, including implementation plan and projected transition costs for recommended options
- Final report to include alternative management structure(s) with costings to stress-test the financial impact of any decisions taken

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## Confirm and Conclude

- Submit final report; Council officers prepare Cabinet reports; HE to brief officers in order to make recommendations to their Cabinets
- Agree handover and next steps

# Deliverables

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The final deliverables will be:

- A report that summarises the options and recommendations for the services in scope
- Proposed management structures any new arrangements (senior management structures but not full organisational charts)
- High level assessment of any cost differentials between as-is and to-be models
- Implementation plan for transition to any new arrangements
- Estimated transition costs for the move to any new arrangements

Out of scope:

- Process mapping
- Target Operating Models or transformation plans for the councils – although we will feed back anecdotally any opportunities identified
- Detailed service design / blueprints for to-be services
- Implementation activities



# Project Plan

w/c	31/07	07/08	14/08	21/08	28/08	04/09	11/09	18/09	25/09	02/10	09/10	16/10	23/10	30/10	06/11	13/11
Kick-off meeting with sponsors	█															
Interviews with council personnel		█	█													
Interviews with Publica personnel			█	█	█	█	█	█	█							
Documents and data review		█	█	█	█											
Develop first draft of report						█	█									
Informal review with sponsors								█								
Develop final draft of report									█	█	█					
Presentation of final recommendations											█					
Decision making process (Cabinet Meetings)												█	█	█	█	█

## Important Notes:

- Most of the engagement with stakeholders will be taking place in August, which may be made challenging by the Summer holiday period.

# Governance Timeline

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Dates for Cabinet meetings for all four councils (if parallel decisions required):

## **Cotswold:**

- Papers: 18th October
- Cabinet: 6<sup>th</sup> November

## **Forest of Dean:**

- Papers: 2<sup>nd</sup> November
- Cabinet: 9<sup>th</sup> November

## **Cheltenham:**

- Papers: 3<sup>rd</sup> November
- Cabinet: 10<sup>th</sup> November

## **West Oxfordshire:**

- Papers: 7<sup>th</sup> November
- Executive: 15<sup>th</sup> November

# Project Team



**Kelly Page**  
**Director**

- Ex-local government Head of Customer
- Experience across all resident-facing services
- Led transition of out-of-hours contact service to second generation outsourcing model
- Developed new model of demand management for Northumberland Council
- Role on project: Resident Services Expert

*Full biography CVs are provided in appendices*



**Jonathon Noble**  
**Managing Director**

- Ex-local government Commercial Director
- Developed strategic options appraisal across corporate services for large authority
- Led implementation of £4.5m shared HR service between Bucks and Harrow councils
- Managed exit of Brent and Harrow shared procurement service and transition in-house
- Role on project: Project Lead; Commissioning and Procurement Expert



**Tom Mills**  
**Principal Consultant**

- Led a review of local government financial resilience, in partnership with LGA
- Developed a new governance and operating framework for Rutland Council
- Led development of strategic business case to save £38m for Northumberland Council
- MSc Public Services Management
- Role on project: Governance and Corporate Expert

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