

Reference Number: FOI-101004527678

Response provided under: Freedom of Information Act 2000

Request:

1. Which Local Authority are you responding on behalf of?

Cornwall Council

2. Is your Local Authority in England or Wales?

England	X
Wales	

3. Prior to 2010, how many of the following alternative delivery models had your Authority implemented?

	Number
Local Authority Trading Company	3
Joint Venture with the private sector	
Shared Service	1 (Shared ownership)
Mutual	

4. Since 2010, how many of the following alternative delivery models has your Authority implemented?

	Number
Local Authority Trading Company	9
Joint Venture with the private sector	3
Shared Service	1
Mutual	0

5. Of the alternative delivery models your Authority has implemented since 2010, what services were they for? (please select the applicable ADM(s) for the service areas)

	LATC	JV with private sector	Shared service with another LA	Mutual
Adult Social Care				
Building Control				
Children and Young People's Services			CSW Group Ltd (Shared ownership)	
Cleaning and/or catering				
Corporate/ support services, i.e. HR, finance		BT SCC		
Countryside				
Energy	Wave Hub Limited			
Environmental Health				
Highway maintenance/ network	Cormac Contracting Limited Cormac Solutions Limited Cornwall Airport Limited	Via East midlands (JV with another LA)		
Housing	Cornwall Housing Limited Treveth LLP TRK			
Leisure and culture services				
Licensing				
Parking				
Planning				
Property maintenance				
Trading Standards				
Transport and fleet				
Waste and/or recycling				
Other	Corserv Group	Falmouth		

	Ltd Cornwall Development Company	Launchpad holding limited		
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6. What was the main rationale for implementing these alternative delivery models? (please tick all that apply) There is also a comments field below, should you wish to provide further/clarifying information

To reduce costs	X
Part of the Authority's innovation/commercial strategy	X
To improve efficiency	X
Service improvements	X
Austerity (reduction in central funding)	X
To support a shift in corporate/organisational culture	
Contribute to wider social/economic objectives	X
To be able to trade outside of the Council	X
Employee bid to take over and run service	
To gain greater level of expertise	X
To develop new skills	
To protect/retain jobs	
Other, please specify	

7. Of the alternative delivery models your Authority has implemented since 2010, how many were set-up as part of the Council's strategy/solution to austerity (central funding cuts)?

None set up for this reason alone.

8. Have the alternative delivery models your Authority has implemented since 2010 supported the Council's efforts to achieve financial stability?

Yes, all	
Yes, most	X
Yes, some	
No	

9. From the list below, what are the top five factors for successfully implementing an alternative delivery model (in your opinion)? Please rank your answers 1 to 5 with 1 being the most important.

All relevant, difficult to rank;

Effective culture change	X
Management/leadership	X
Being customer focused	X
Focus on productivity	X
Commercial mind-set	X
A managed process over a sufficient period of time	X
Fit with core Council priorities	X
Starting small (i.e. one service) and building in phases	X
Understanding the market in which the model operates	X
Carrying out a full options appraisal and subsequent business case	X
Being clear on the offer and desired outcomes	X
Other, please specify	X

10. Of the alternative delivery models your authority has implemented since 2010, how many have ceased to operate or are dormant?

	Number
Local Authority Trading Company	
Joint Venture with the private sector	3
Shared Service	
Mutual	

11. If you have ceased operations of alternative delivery models, what were the main reason(s) for ceasing operations? (please select all that apply but rank your answers, with 1 being the main/most prevalent reason)

Political reasons	
Failure to achieve financial targets	X
Failure to achieve wider business targets	
Changes to, or lack of, market	
Lack of employee buy-in	
Unanticipated costs	
Lack of skills, expertise, etc.	
Other, please specify	X, Bought by JV partner

12. Are you considering implementing further alternative delivery models as part of your medium-term (financial) strategy?

Yes	X
No	

13. Research indicates that insourcing is a growing trend for Local Authorities. Does insourcing form part of your Authorities medium or long-term strategy considerations?

Insourcing for the purpose of this research is defined as: service provision that was outsourced to an external provider via contract being returned to the operation and control of a Local Authority (APSE, 2019).

Yes	X
No	

14. Does your Local Authority have a Commercial or Innovation Strategy?

If you answer yes to this question and the Strategy is available publicly/online, please provide the web link to the document

Yes	X
No	

15. Is there anyone within your Local Authority, or one of the alternative delivery models you have implemented (if applicable), who would be willing to take part in a short qualitative interview?

If you answer yes to this question, please provide their contact details.

Yes	X Ben.Julyan@Cornwall.gov.uk 01872 224386
No	

16. If you have any further information you would like to share on alternative delivery models to inform this research, please use the comments field below.

Cornwall Council is attending the LATco event in London on July 10th of July, details of the event below;

<https://latco.network/>

The LATCo Summit 2019 is the inaugural 1 day conference that brings together forward thinking, commercially minded Local Authorities, LATCo's and other public sector, not for profit and commercial organisations working in and around this sector as enablers.

The Summit marks the beginning and launch of the LATCo Network (LN) as a forward thinking and innovative membership body for LATCo's, sharing the story behind the LATCo movement, where it comes from, what is driving it and where it is going. The Summit will also share the experiences of Local Authorities and LATCo's through the different stages of set up and operation.



Why Now? Countering austerity has driven the need for Local Authorities to consider and explore new models of working in order to effectively and efficiently deliver their services to local residents.

LATCos have very quickly emerged as a strong and viable alternative to traditional forms of outsourcing for Local Authorities. Set up as either wholly owned, joint venture or social enterprise entities LATCos allow Local Authorities to extend their service reach, create economies of scale and partner up with commercial companies and other Local Authorities to maximise their growth potential.

Information provided by: Shareholder Support team

Date of response: 02/07/19