

**PENELOPE FELL**

Chief Executive Liverpool Crossroads

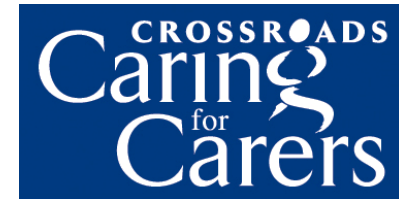
**NCVO/GMCVO  
Autumn Conference**

**An independent and thriving  
voluntary and community sector**

**Public Service Delivery –  
the challenges and opportunities**

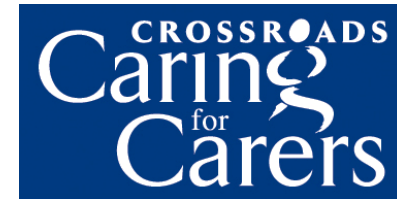
# Public Sector Service Delivery

## Introduction



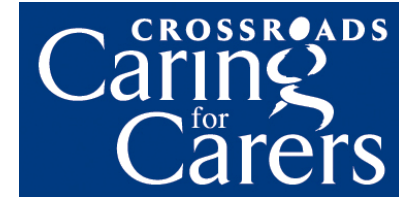
- Liverpool Crossroads - a profile
- Sustainability - Critical Success Factors
- Sustainability Strategy Clock
- Liverpool Crossroads - Adding Value
- Drivers and Barriers
- Listening to Commissioners
- Strategic Alliances - case studies
- Three lessons

# Public Sector Service Delivery **Liverpool Crossroads - a profile**



## **Who we are and what we do:**

- We provide highly skilled practical support, usually in the home, which gives carers a break from their caring responsibilities
- We support over 200 families and individuals with 70 staff and a turnover of around £1m
- We are funded chiefly from public sector contracts
- Will this funding mix change?



# Public Sector Service Delivery

## Critical Success Factors

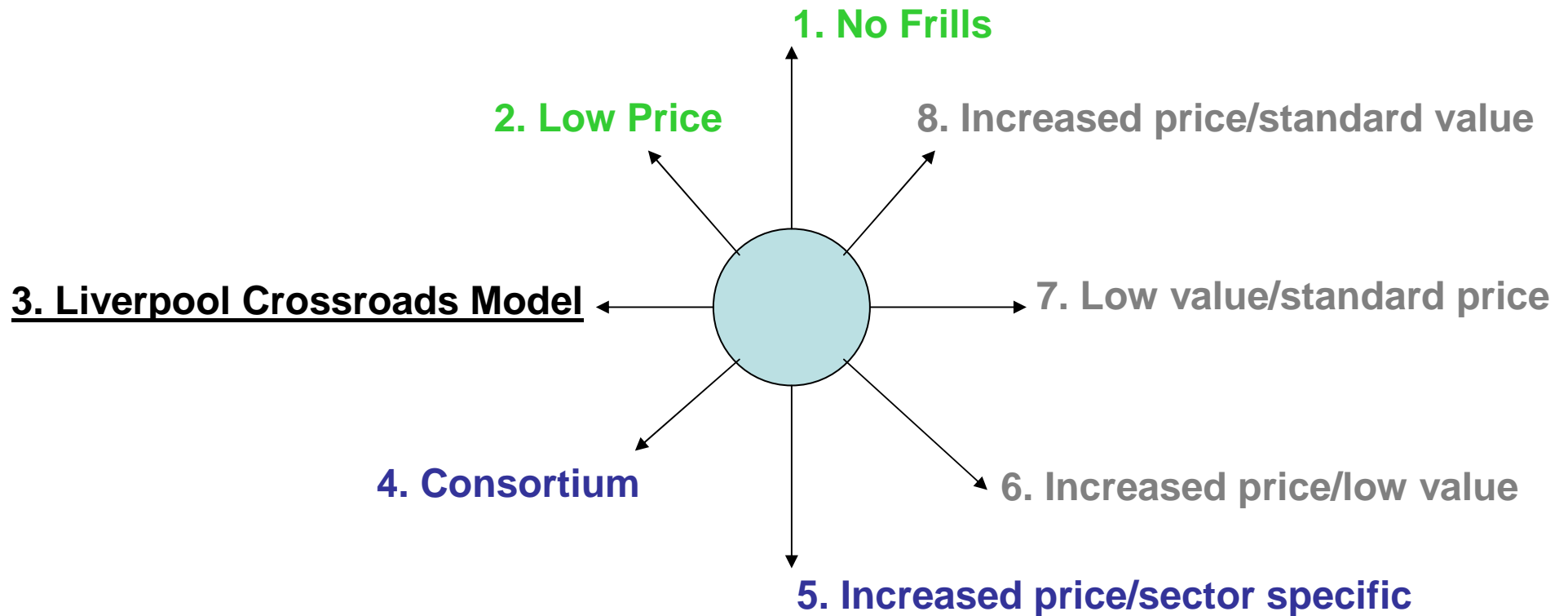
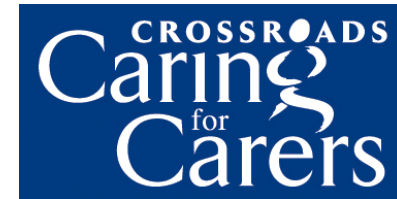
### Commissioners

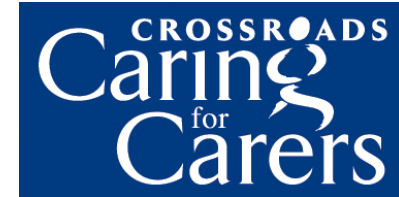
- Internal professional value test
- Value = price + threshold quality test
- Providers core competencies (should follow) service specification
- Contractual relationships = competition

### Providers

- Stakeholder/client value test
- Value = high quality service irrespective of price
- Service specification (should follow) providers core competencies
- Collaboration and relational processes = a barrier to change

# Public Sector Service Delivery Sustainability Strategy Clock



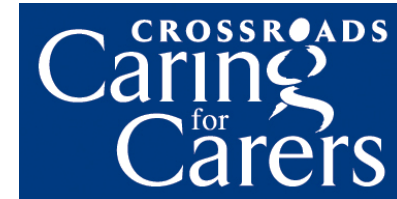


Public Sector Service Delivery

## **Liverpool Crossroads - Adding Value**

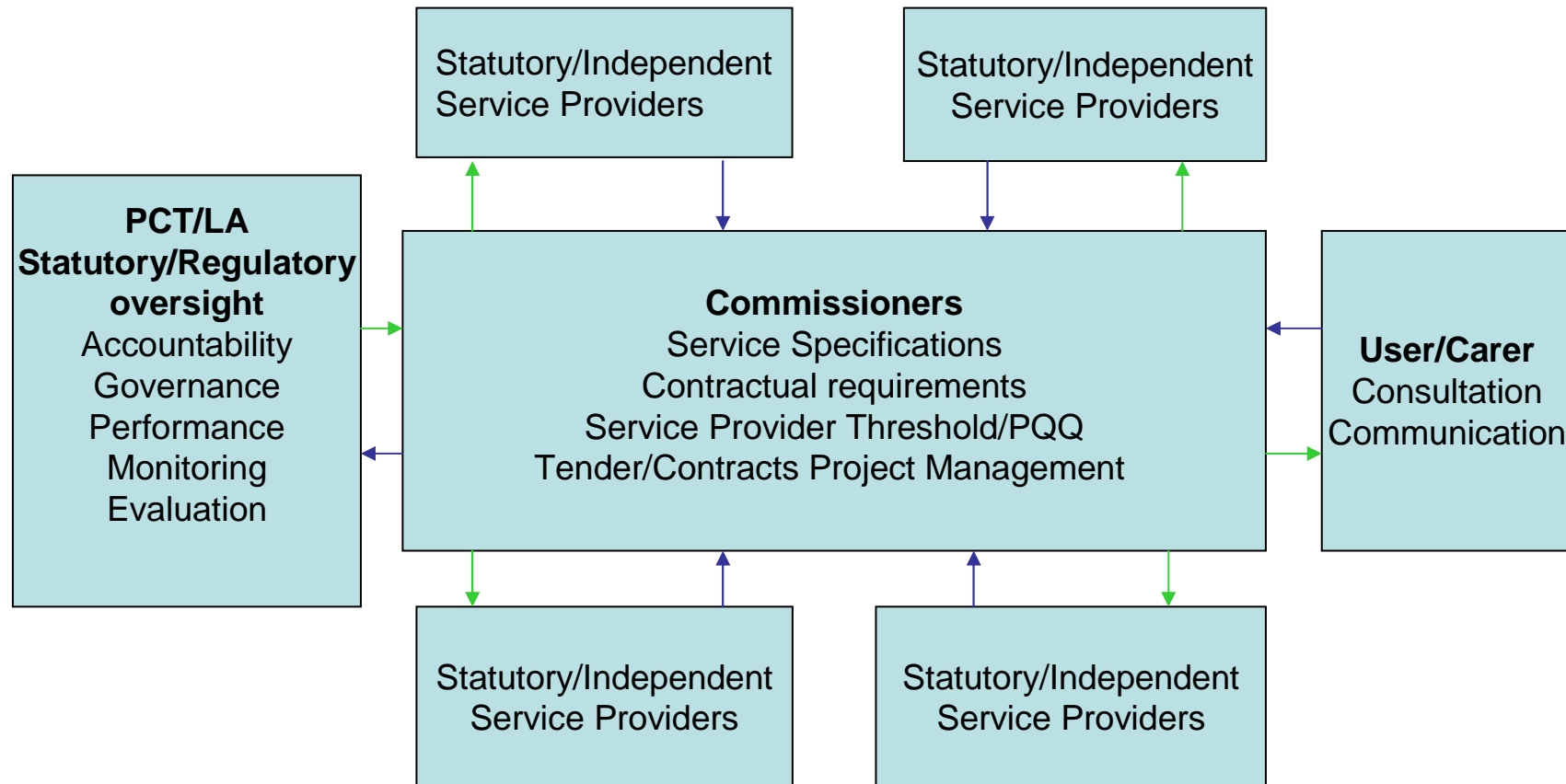
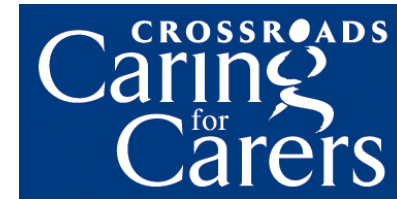
- Concentrate on core competencies
- Invest in innovation
- Marketing - demonstrating how our services better meet customer needs
- Identify who the customers are
- Identify what customers value
- Identify who our competitors are

# Public Sector Service Delivery Drivers and Barriers



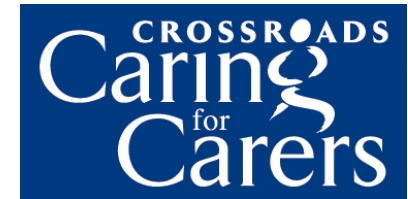
|   |   |
|---|---|
| <p><b>Barriers (-/+)</b><br/> <b>Demonstrate more effectively to commissioners</b> how our services actually do meet customers needs better than those of our competitors</p>                                       | <p><b>Drivers (+)</b><br/> <b>Policy &amp; service development -</b></p> <ul style="list-style-type: none"> <li>• understand <b>strategic role</b> of area/sector needs &amp; priorities;</li> <li>• integrated <b>management</b> structures</li> <li>• HR prioritises team development skills &amp; knowledge</li> </ul> |
| <p><b>Barriers (-)</b><br/> <b>Public Sector Service Delivery impeded by -</b></p> <ul style="list-style-type: none"> <li>• partnership capacity to achieve <b>service quality &amp; value for money</b></li> </ul> | <p><b>Drivers (+/-)</b><br/> <b>Public Sector Service delivery/remedial action</b> impeded by lack of -</p> <ul style="list-style-type: none"> <li>• <b>performance management</b> measurements?</li> <li>• <b>governance and accountability</b> arrangements?</li> </ul>   |

# Public Sector Service Delivery Listening to Commissioners



# Public Sector Service Delivery

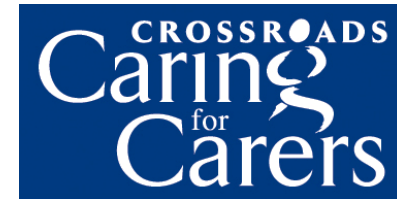
## **Strategic Alliances - Case Studies**



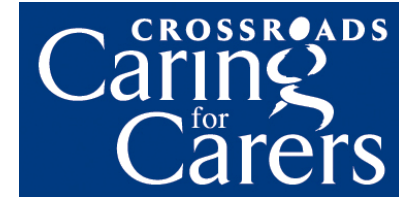
- How public and voluntary sectors can co-ordinate social welfare strategy delivery
- Liverpool Crossroads Stroke re-enablement team – public and third sector joint working
- Chinese Carers Association – partnership support to achieve sustainability for niche provider
- A practical question - how to organise and split roles and responsibilities equitably?

# Public Sector Service Delivery

## Three Lessons for Sustainability



- **Create a critical mass**
- **Concentrate on co-specialisation** - an alliance of commissioners and providers in partnership
- **Providers and commissioners** – learning from each other



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