

Bottom-up/Cross Cutting Service Reviews – Remit of Working Group and Proposed Initial Review Programme

Report by Kenneth Lawrie, Chief Executive

1 Purpose of Report

This report provides an update to Council encompassing the proposed remit and an initial review programme for the cross party working group which will progress Bottom-up/Cross cutting Service Reviews as approved by Council on 13 February 2018.

2 Background

- 2.1** Presentation of the Financial Strategy 2018-19 to 2021-22 report to Council in February 2018 included a range of proposals to inform a programme of change and transformation to be taken forward under the Delivering Excellence framework. The amendment approved by Council included the following recommendation:

Agreed that the Chief Executive in conjunction with the Council Leader bring forward as part of a revised transformation programme proposals which include a bottom up/cross Council service review programme to be overseen by a 3 member cross party working group, in addition to the Council Leader, with recommendations from the working group being reported directly to Council;

3 Moving Forward

- 3.1** Following this decision this report brings forward proposals for relating to the bringing forward plans for a bottom-up service review programme two key areas requiring clarity where identified as follows:
1. How would the reviews be carried out (Approach/Governance)
 2. What services would be included in the initial review programme
- 3.2** Whilst recognising the need for the governance structure to address the decision taken at February Council in terms of the cross party working group agreeing and having oversight of the programme of bottom up/cross cutting service reviews, it is also important that the work undertaken and progress made is aligned with the wider Delivering Excellence approach adopted by the Council. Accordingly Appendix 1 details the suggested governance route for the working group.
- 3.3** It is proposed that service reviews initiated by the working group would be taken forward using the Delivering Excellence Framework as a basis. The Delivering Excellence framework and programme for change was developed to ensure that as a Council we continue to look at designing efficient and

excellent services that are fit for the future. Adopting the framework calls for services to identify, assess and plan what we can change or do differently, which services can be improved and which services we can stop. The framework, detailed in Appendix 2, proposes that service reviews should be carried out using the following five steps:

- 1. Taking Stock** – asks services to take stock of their current position in terms of cost, workforce and performance and the future impact on these areas in terms of the future purpose and direction of the service. The future considerations to support re-design of the service is also informed by customer expectations and needs, national and local strategy and priorities, and future costs and resources in the context of available budgets.
- 2. Self-Evaluation** – ensures that a self-evaluation exercise, using the Midlothian Excellence Framework, which assesses service performance and delivery whilst also identifying areas for improvement. The Self Evaluation exercise allows the service team to clarify ‘what they do’ and ‘how well they do it’ from a people, customer and community perspective.
- 3. Options for Change** – Completing the previous steps ensures that each service is clear about their purpose and the demand for the service which helps inform what they might change or deliver differently, how the service can be more efficient and what services should be reduced or stopped. This clarity helps focus and develop the options for change that can be considered for future service delivery.
- 4. Review and Challenge** – The options identified are then subject to peer review and challenge to test whether they are achievable, acceptable and financially accurate. Agreed options for change are then incorporated into the wider Delivering Excellence Change and Transformation Programme at step 5.
- 5. Programme for Change** – An agreed package of change and transformation activities which captures all service options to be taken forward is incorporated into an overarching programme plan for visibility and wider consultation and engagement. The overarching Delivering Excellence Change and Transformation Programme will then be monitored via the agreed governance of BTSG and Council to ensure ongoing tracking and monitoring.

Adopting the Delivering Excellence framework should ensure that a range of outputs are available for elected members to consider, including:

- Clear and actionable service priorities
- Service improvement plans
- Efficiency savings
- Workforce plans
- Key measures of success which can be quantified.

It is recognised that the working group will also wish to shape the framework for reviews. In this regard it is proposed that the first two reviews are taken forward as pilots, so that the learning from these can inform the approach to future reviews.

- 3.4** The timeframe for initiating reviews by the working group will be informed by the priorities of the working group and must also be related to the existing activity within the appropriate Head of Services wider Delivering Excellence Change and Transformation programme, once a review is initiated by the working group the plan for delivery should largely follow the outline timeframe shown in Appendix 3. Ideally it is proposed that services be reviewed taking a medium to long-term perspective looking ahead on at least a five year time horizon, with the aim of providing a period of service and financial stability after the review recommendations have been implemented.

- 3.5** To better support elected member engagement and involvement in the existing Delivering Excellence framework model a briefing document for the elected member role in the reviews will be presented to the working group at its first meeting.
- 3.6** It is proposed that the initial programme of reviews to be included for consideration in of the bottom-up/cross cutting service reviews be phased and primarily informed by those proposals considered but not taken forward at the February Council meeting due to the need for further review and consideration as follows:
- **Phase 1** – Waste Services and Land and Countryside Service Reviews
 - **Phase 2** – Housing Repairs Service and Road Services Reviews
 - **Phase 3** – Catering Services and Sport and Leisure Service Reviews
- 3.7** The list of reviews noted above will be subject to change and review as a result of ongoing discussions by the working group and to ensure a clear link with the wider programme of change informed by Business Transformation Board and Business Transformation Steering Group as appropriate. The agreed service reviews and the timescale for their consideration will also be reported to the wider Council at scheduled intervals.
- 3.8** It is also proposed to include expert knowledge to inform the reviews and this could be in the form of officers outwith the services being reviewed or engaging relevant external advice. This would inform the challenge aspect of the reviews and provide an additional level of scrutiny and assurance for elected members.

4 Report Implications

4.1 Resource

Whilst no direct resource requirements are linked to this report, the need to draw upon existing resources within the appropriate services and support functions to deliver the identified bottom-up/cross cutting service reviews will be required.

4.2 Risk

This report seeks to support the Council's delivery of strategic and sustainable plans for future service delivery. Heads of Service will consider, on an ongoing basis possible risk exposures to the successful achievement of all priorities and plans.

4.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

- ☐ Community safety
- ☐ Adult health, care and housing
- ☐ Getting it right for every Midlothian child
- ☐ Improving opportunities in Midlothian
- ☐ Sustainable growth
- ☒ Business transformation and Best Value
- ☐ None of the above

4.4 Key Priorities within the Single Midlothian Plan

The Single Midlothian Plan informs all Service Plan activity with a key requirement that all plans demonstrate the services contribution to the SMP outcomes and priorities.

4.5 Impact on Performance and Outcomes

Service Plans and improvement planning activities contribute to the SMP outcomes and priorities and will therefore continue to provide the basis for ongoing performance management.

4.6 Adopting a Preventative Approach

All Service Plans and improvement activity consider the adoption of a preventative approach to service delivery.

4.7 Involving Communities and Other Stakeholders

Service plans demonstrate the services contribution to the SMP outcomes and priorities which are informed by consultation and engagement which is also a key component of the Delivering Excellence framework. A core requirement of the framework is the involvement and input of staff within the service informing the improvement planning activity.

In undertaking the reviews it is intended to actively seek and engage the views of staff and trade unions.

4.8 Ensuring Equalities

As with service plans being subject to an Integrated Impact Assessment (IIA), changes and improvements to service approaches and models will be subject to IIAs as appropriate.

4.9 Supporting Sustainable Development

The development and adoption of the Delivering Excellence framework for Service Reviews ensures a robust approach to supporting sound and sustainable planning of council services.

4.10 IT Issues

No direct IT issues to consider at this time.

5 Recommendations

Midlothian Council is asked to:

1. Agree the proposed governance route and approach to the Bottom-up Service Reviews as set out in section 3 and supporting appendices.
2. Nominate members of the cross party working group.

Appendices:

Appendix 1 – Governance Structure

Appendix 2 – Delivering Excellence Framework

Appendix 3 – Delivering Excellence Timeframe

Date: 7 June 2018

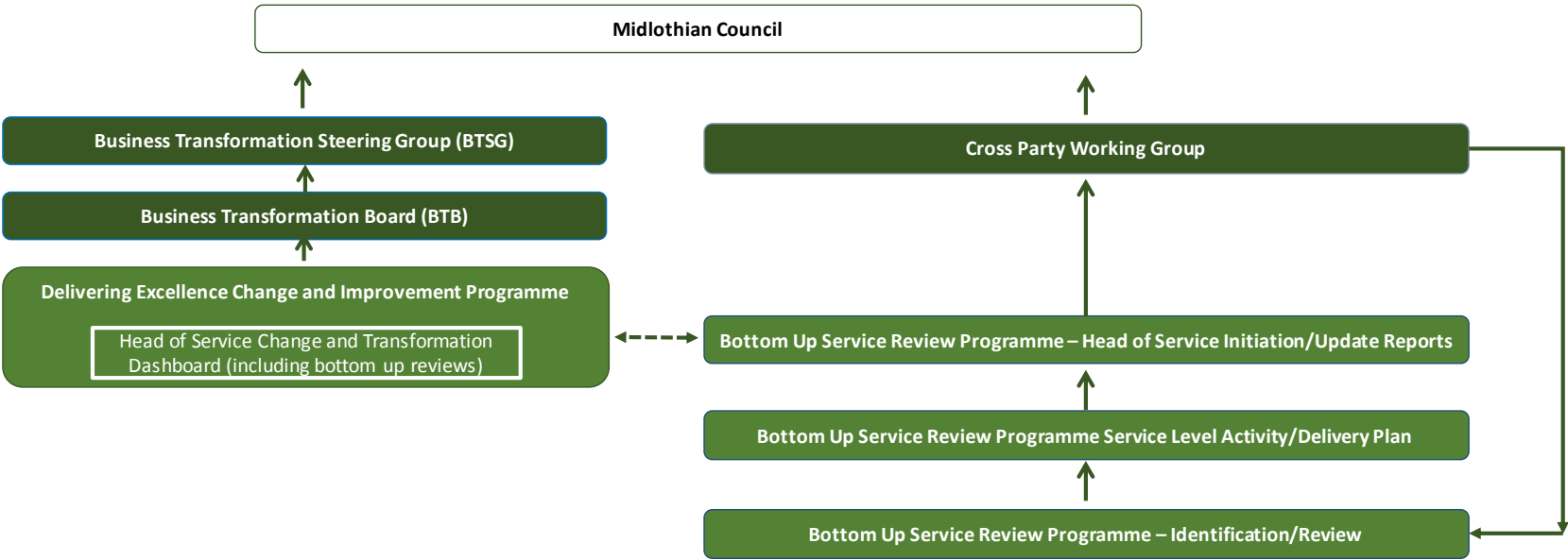
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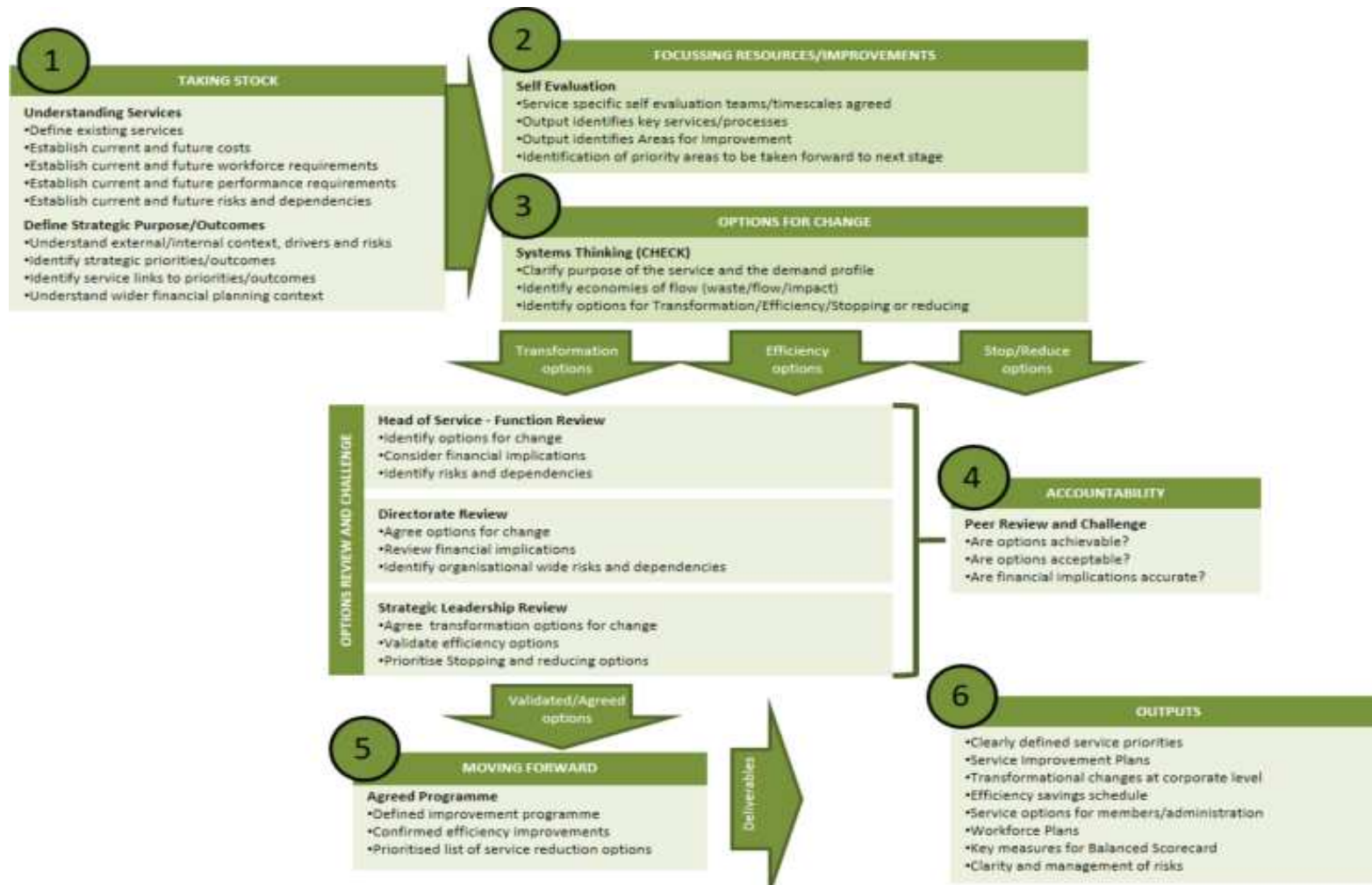
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Background Papers: None

Appendix 1 – Governance Structure



Appendix 2 – Delivering Excellence Framework



Task	Activity	Owner	Duration
1	PHASE 1 - TAKING STOCK		2 weeks
1.1	Understanding Services and Customers		
1.1.1	Define existing services	Service Manager	
1.1.2	Establish current and future costs	Finance	
1.1.3	Establish current and future workforce requirements	HR/OD	
1.1.4	Establish current and future performance requirements	Performance & Improvement Lead	
1.1.5	Define Strategic Purpose/Outcomes	Service Manager	
1.2	Understand external/internal context and drivers	Service Manager	
1.2.1	Understand customers' needs and expectations	Service Manager	
1.2.2	Identify strategic priorities/outcomes	Service Manager	
1.2.3	Identify service links to priorities/outcomes	Service Manager	
1.2.4	Understand wider financial planning context	Service Manager	
2	PHASE 2 - FOCUSING RESOURCES/IMPROVEMENTS		2/3 weeks
2.1	Self-Evaluation (PSIF - MEF)	P&S/ Performance & Improvement Lead	
2.1.1	Service specific self-evaluation teams/timescales agreed	Service Manager	
2.1.2	Key services/processes identified	Service Team	
2.1.3	Areas for improvement identified	Service Team	
2.1.4	Priority areas to be taken forward identified	Service Team	
3	PHASE 3 - OPTIONS FOR CHANGE		4/6 weeks
3.1	Systems Thinking (CHECK)[or equivalent tool]	Performance & Improvement Lead	
3.1.1	Purpose of service and demand profile clarified	Service Team	
3.1.2	Economies of flow identified (waste/flow/impact)	Service Team	
3.1.3	Identified options for Transformation/Efficiency/Stop or Reduce	Service Team	
4	PHASE 4 - ACCOUNTABILITY		3/4 weeks
4.1	Options Review	Management	
4.1.1	HofS/SMT identify options for change	Management	

4.1.2	HofS/SMT consider financial implications	Management	
4.1.3	HofS/SMT identify risks and dependencies	Management	
4.1.4	DMT agree options for change	Management	
4.1.5	DMT review financial implications	Management	
4.1.6	DMT identify organisational wide risks and dependencies	Management	
4.1.7	BTB agree transformation options for change	Management	
4.1.8	BTB validate efficiency options	Management	
4.1.9	BTB prioritise stopping and reducing options	Management	
5	PHASE 5 - MOVING FORWARD (PLANNING)		3/4 weeks
5.1	Agreed Programme	BTB	
5.1.1	Defined improvement programme	BTB	
5.1.2	Confirmed efficiency improvements	BTB	
5.1.3	Prioritised list of service reduction options	BTB	