

Meeting:	Cabinet
Date:	19 April 2007
Subject:	Service Reviews
Key Decision: (Executive-side only)	No
Responsible Officer:	Paul Najsarek – Director People, Policy & Performance
Portfolio Holder:	Cllr David Ashton
Exempt:	No
Enclosures:	None

SECTION 1 – SUMMARY AND RECOMMENDATIONS

This reports provides an update on service reviews.

RECOMMENDATIONS:

The Cabinet is requested to:

1. Note the outline scopes for each project review.
2. Agree the service review framework.

REASON:

To enable the delivery of **phase 1** fundamental service reviews for 2007-08.

SECTION 2 - REPORT

1. Background

The following report provides a proposed approach to implementing the programme of service reviews, agreed by Cabinet in December 2006. This paper provides a framework within which service reviews can operate. The programme will run as follows:

Phase	Service Area	Timescale
1	Children's health & social care	2007/08
	Culture, sport & leisure	2007/08
	Public realm services	2007/08
	Information & communication	2007/08
2	Adults health & social care	2008/09
	Planning & development	2008/09
	Visiting teams	2008/09
3	Support services	2009/10

This programme has been agreed following a service delivery review, which took place in 2006 and made recommendations for where in depth service review work should take place.

2. Aims & Objectives

The service review programme will focus on making service improvements and savings over the course of our next corporate plan and MTBS period. The programme also seeks to ensure that we have a clear plan of each service area for the medium to long term and how we will achieve these plans bearing in mind resource implications. Additionally, it is essential that all service plans make clear links between service priorities and the council vision and priorities so that the whole council is clear about its direction of travel.

The service reviews should also seek to achieve:

- a. **Coordination – avoid duplication of other reviews / inspections**
- b. **Customer focus - provide a channel for using community input/consultation**
- c. **Improving actual performance and value for money**
- d. **Direct impact on savings and efficiency**
- e. **Best practice – researching best practices, benchmarking and implementing as appropriate**
- f. **Ownership –wide involvement of members, managers and staff in the process**
- g. **Coordinated outputs – coordinate and plan support required**
- h. **CPA improvement – demonstrate that we challenge and improve**

Additionally, it will tie in with the wider improvement programme as a result of our recent Corporate Assessment and Joint Area Review Inspections.

3. Project Scopes

The service review programme will focus on making service improvements and savings over the course of our next corporate plan and MTBS period. The reviews will be whole council projects, which will involve cross-organisational input. Initial meetings with service directors have indicated the following scopes for each review:

Service Area	Outline scope
Children's health & social care	Children with disabilities – Direct payments, and increasing 'in borough' placements for children with special needs.
Culture, sport & leisure	This review will cover libraries, sport and leisure.
Public realm services	Improved delivery of public realm services – Quality of street care and public land, waste, maintenance, common areas.
Information & Communication	A fundamental review of the council's internal and external communications is being completed by Westminster Council.

Detailed scopes for each of the above are currently being developed and will be agreed by relevant Portfolio-holders.

4. Links to Organisational Review

The organisational review will result in significant changes to service structures in some areas. In light of this, the service review will support the identification of crosscutting themes in order to maximise the savings across the council.

5. Service Review Framework

For service reviews to be implemented in a structured and consistent way, the following section briefly describes the proposed framework.

a. Definition

A service review is a major one off exercise that may be repeated periodically. The ongoing management of the recommendations that come out of a review should take place through processes that currently exist within the organisation such as performance management, service planning programme management, budgeting, workforce development and procurement.

In addition the service review materials developed should strongly support 'self help' reviews by being available to Directorates on an ongoing basis.

b. Process

The approach developed for service improvement needs to coordinate with the ongoing processes that the council has developed for managing improvement. The key stages will include:

- **Commission & Define**
- **Gather evidence, analyse & diagnose**
- **Identify options & analyse**
- **Plan selected option**
- **Implement selected option**
- **Monitor selected option**

All reviews will consider user satisfaction; value for money, benchmarking information, the services place in the wider market of services available to residents, property issues, ICT options and alternative delivery arrangements

An illustration of how this fits into the wider continuous improvement model for the council is illustrated in **Appendix 1**.

c. Governance

The governance arrangements for each review will be structured to ensure that progress is appropriately managed and steered. It is crucial that members drive the review programme. A member steering group will guide the progress of the review, with members acting in an advisory role. All decisions will be taken by Cabinet or by Portfolio Holders.

Appendix 2 suggests draft terms of reference for a member steering group.

Appendix 3 describes the governance and project management of the reviews

Work is underway to ensure that the future Overview and Scrutiny programme fits within the service review programme and supplements it.

d. Resources

Work is currently underway to identify suitable project managers for each service review. One project manager will be sourced from the Strategy & Performance team, and two additional project managers will be sourced externally, funded by Capital Ambition. Discussions are taking place with Capital Ambition, PriceWaterhouseCooper and Eden Brown to identify suitable candidates. Service directors will be involved in selecting the most suitable candidates. It is envisaged that project managers will be in place by the end of April. The services will require resource from across the council to be successful, e.g. performance, finance, ICT, BTP, property.

e. Timescales

It is crucial that reviews are purposeful and focused. The stages from scoping through to implementation planning should be concluded in six months. Implementation timescales will depend on the review. Given that different areas of the Council's business are being reviewed it should be possible to carry out all the reviews simultaneously subject to support services being available to cover all 3 reviews. All reviews in 2007/08 will report in the Autumn to inform service and budget planning.

Equalities

Each review will incorporate a full equalities impact assessment.

Consultation

Each review will gather stakeholder views as appropriate for the service concerned.

Legal and Financial Comments

Legal & Finance have cleared this report.

SECTION 3 - STATUTORY OFFICER CLEARANCE

Chief Finance Officer	<input checked="" type="checkbox"/>	Name: Myfanwy Barrett.... Date: ...3 April 07.....
Monitoring Officer	<input checked="" type="checkbox"/>	Name: ...Hugh Peart... Date: ...4 April 07.....

SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS

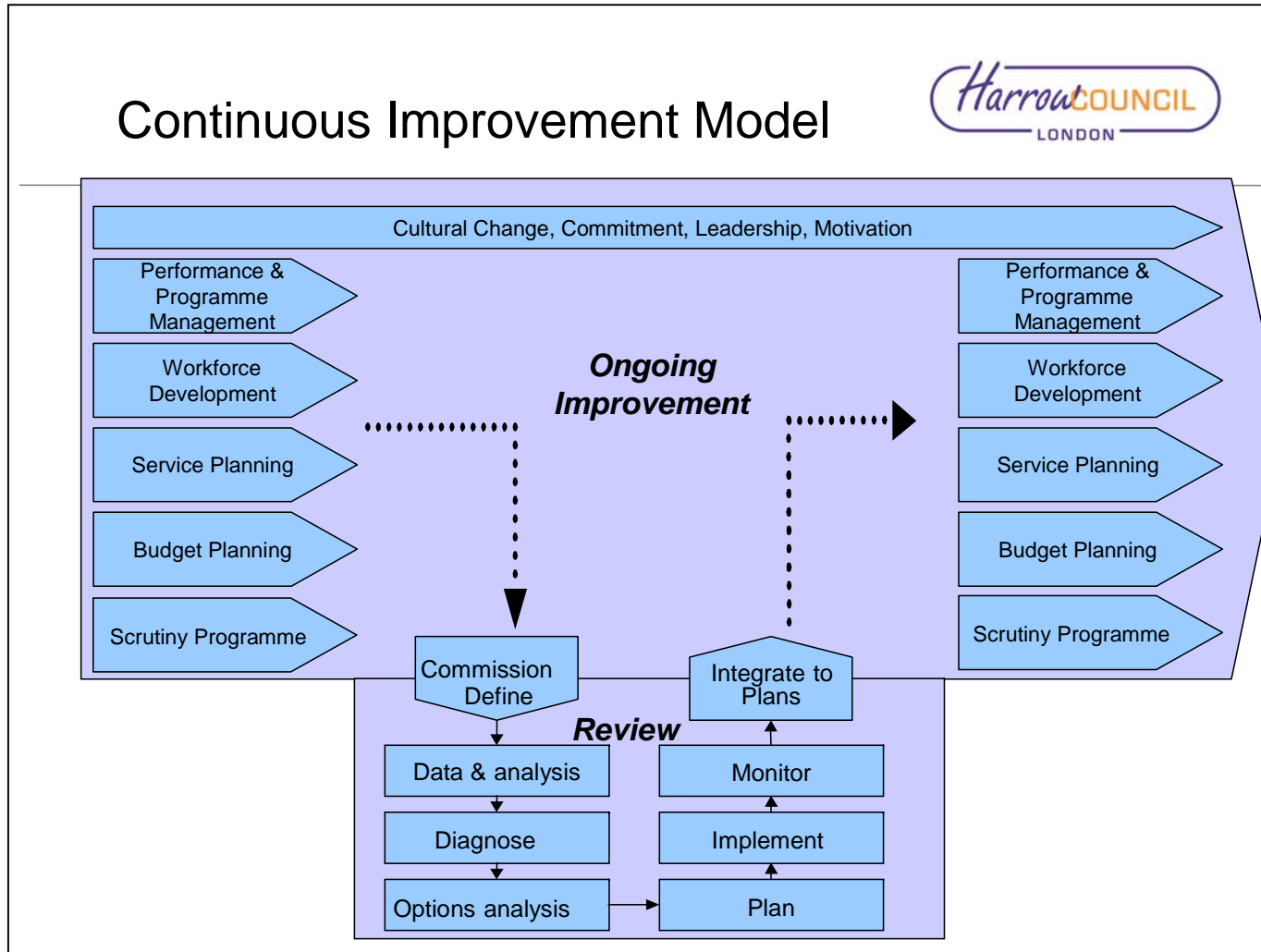
Contact: Paul Najsarek, Director People, Policy & Performance, Ext 5252

Background Papers:

Cabinet Report – Revenue Budget 2007/08 to 2009/10 – 14 December 2006.

IF APPROPRIATE, does the report include the following considerations?

1.	Consultation	YES
2.	Corporate Priorities	YES
3.	Manifesto Pledge Reference Number	D



Service Review Steering Group

Terms of Reference

1. Objectives

- To provide leadership, challenge and support to the Service Review Programme
- To steer the reviews during their life prior to final reports to cabinet
- To ensure synergies between reviews are realised
- To ensure that review programme is well integrated with the rest of the council's change programme
- To monitor progress on review completion

2. Membership

- Deputy Leader (Chair)
- Relevant Portfolio Holder (i.e. those portfolio holders leading on the reviews in progress)
- Opposition member (to be nominated by Labour Group)
- Chief Executive
- Lead Directors
- Directors of People, Performance and Policy (or equivalent in new structure)
- Group Manager: Strategy & Performance
- Project Manager

3. Support

The Group Manager, Strategy and Performance (or equivalent in new structure) will support the Steering Group with the necessary input from their team.

4. Meeting Schedule

Monthly meetings are suggested given that 3 major reviews will be in progress simultaneously

Governance & Resources

Role	Who	Responsibilities
Steering group	<ul style="list-style-type: none"> - Deputy Leader - Service portfolio holder - Opposition member - Chief Executive - Service director - Director: People, Performance & Policy - Group Manager: Strategy & Performance - Project Manager 	<ul style="list-style-type: none"> • To provide leadership, challenge and support to the Service Review Programme • To steer the reviews during their life prior to final reports to Cabinet • To ensure synergies between reviews are realised • To ensure that review programme is well integrated with the rest of the council's change programme • To sign off draft reports at key stages of the review. • To monitor progress on review completion
Review sponsor	<ul style="list-style-type: none"> - Service director 	<ul style="list-style-type: none"> • Accountable for the project to the steering group. • Develops the business case and ensures the benefits are achieved • Supports the project manager by removing blockages • Receives and signs off all project documentation as appropriate • Update progress to steering group at critical stages in the process
Project manager	<ul style="list-style-type: none"> - 1 x Project Manager (PPP) - 2 x Project Managers (funded through Capital Ambition) - Future: internal secondments 	<ul style="list-style-type: none"> • Reports to service director • Responsible for the delivery of the project within the constraints of time, cost and quality • Produces all project documentation throughout • Day to day management of the project and the team
Project Team	<ul style="list-style-type: none"> - Finance - Learning & Development - Service area lead (s) - Performance management - ICT/BTP - Procurement - Property - Administrator 	<p>Depending on the scope of each review, these are unlikely to be full time roles but will require significant input from relevant individuals:</p> <ul style="list-style-type: none"> • Carries out the work set out in the project plan in order to meet the project objectives. • Provides administrative support and information for project documentation as required • Helps the project manager control project risks and issues
Peer Support	<ul style="list-style-type: none"> - Peer support from neighbouring boroughs 	<p>This will consist of 5 days support per review from expert peers secured through Capital Ambition.</p>