

Options

Options for delivery:

1. In-house services – running these better and more efficiently, learning from where this has been demonstrated in the Council already and with a 'Lean' approach currently being tested;
2. In-sourcing of services currently contracted out;
3. Shared services – both provided by us and provided for us;
4. Outsourced services – including an interest in different approaches to commissioning (by outcomes, by payment by results, by measuring social value) to encourage preventative services and demand reduction;
5. Services delivered in partnership and integrated services;
6. Arms-Length External Organisations and Trading Operations to enable more commercial practice and sustainability of service;
7. Community-run services;
8. Opportunities for new place-based approaches with partners arising from the new local Community Partnerships;
9. Stopping services (with the framework from the Accounts Commission recommended for use alongside impact assessment); and
10. Commercial opportunities.

Values

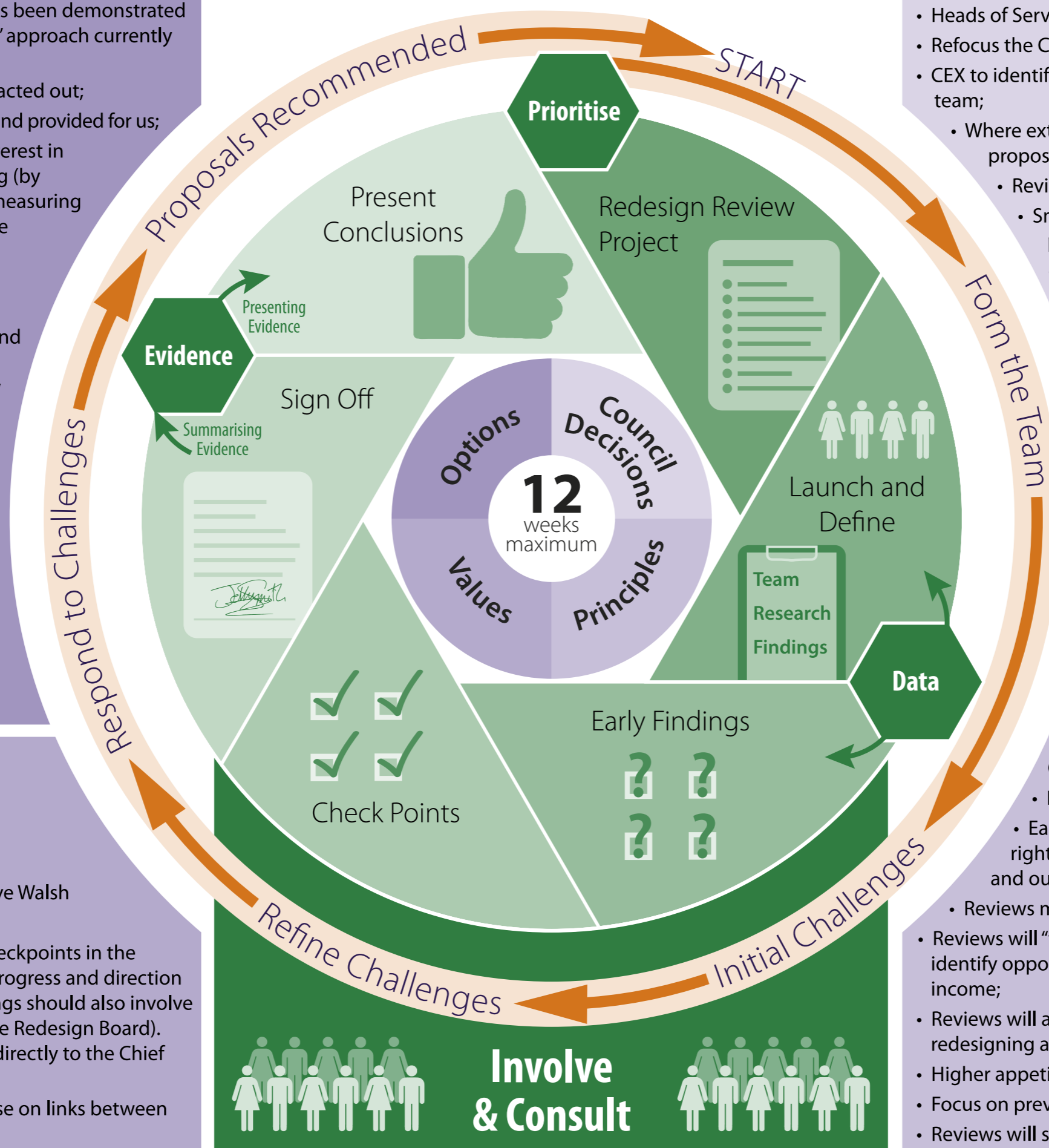
Values Champions will have key roles:

- Challenging - Derek Yule
- Open to Ideas - Allan Gunn
- Participating - Carron McDiarmid / Steve Walsh
- Empowering - Bill Alexander

They will come together as a team at Checkpoints in the process of each review to consider the progress and direction of each review. These checkpoint meetings should also involve a TU representative (and a Member of the Redesign Board). The Values Champions team will report directly to the Chief Executive.

A key role will be to identify and capitalise on links between reviews.

Redesign Review Process Framework



Council Decisions

The Council has agreed the following:

- Involve staff;
- Heads of Service actively involved;
- Refocus the Corporate Improvement Team;
- CEX to identify pool of staff to be a challenge and review team;
- Where external advice is needed this would be proposed to the Board;
- Review outcomes to be scrutinised by Members;
- Small groups of members to be matched to particular reviews;
- Continued involvement of TU representatives;
- Consider views of staff panel;
- Consult staff whose roles are proposed to change;
- Consider views of citizens panel;
- Gather views from public affected by the services being reviewed;
- Opportunities to involve CPP and COG;
- Opportunities to engage with community bodies.

Principles

Key principles building on the decisions of Council:

- Reviews will be inclusive;
- Each review will be bespoke. There is no one right way to conduct the reviews and the direction and outcomes are not predictable;
- Reviews must seek to use data and evidence;
- Reviews will "follow the money". Their primary purpose is to identify opportunities to reduce cost and/or increase income;
- Reviews will aim to understand the customer journey and redesigning around that;
- Higher appetite for risk;
- Focus on prevention;
- Reviews will support localism.