

10 Options for Service Delivery

Peer reviews will consider the following options for service delivery:

1. **In-house services** – running these better, more efficiently and identifying where a Lean Review should be undertaken.
2. **In-sourcing** of services currently contracted out.
3. **Shared services** – both provided by us and provided for us.
4. **Outsourced services** – see if a different approach is needed e.g. commissioning by outcomes, payment by results, a shared or coordinated approach.
5. Services delivered in **partnership and/or integrated** with others, this could be place-specific.
6. **Arms-Length External Organisation** or other Council owned or created organisation to enable freed up, commercial or more sustainable practice.
7. **Commercial opportunities** within the service. By generating more income we can off-set grant reductions and support services and jobs across the region.
8. Transferring to a **community-run** service. This could be place-specific.
9. **Reducing demand** for the service or more preventative approaches.
10. **Reducing service standards** (re-setting these with affordability in mind) or **stopping services**.

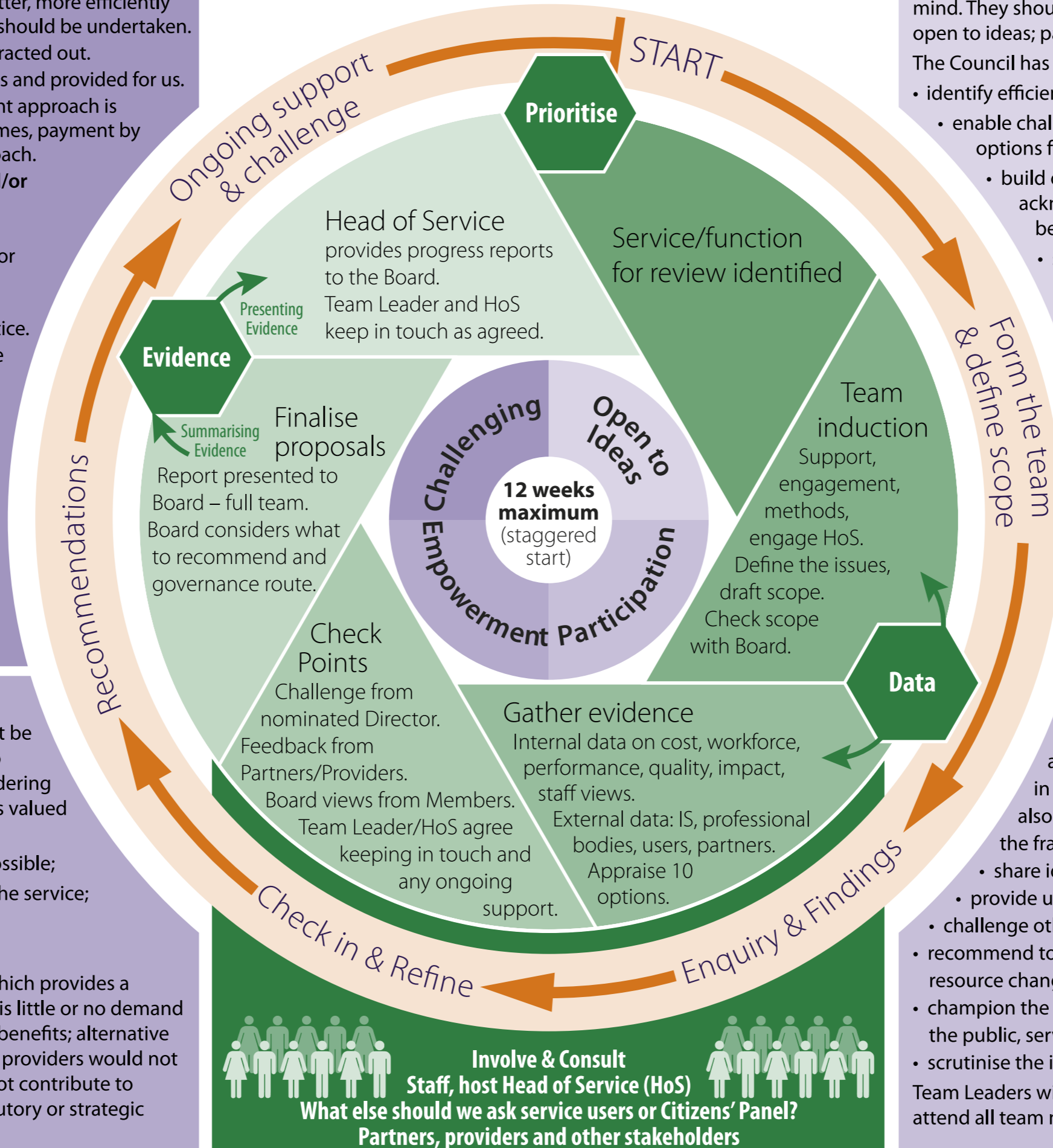
On stopping services

Stopping or withdrawing services cannot be ruled out if they are discretionary and no longer affordable; however before considering this as an option and where the service is valued we should first:

- Check it is operating as efficiently as possible;
- Explore alternative ways of delivering the service;
- Identify income potential to sustain it;
- Consider reducing service levels; and
- Apply the Audit Scotland framework which provides a rationale for stopping services if: there is little or no demand for the service; the costs outweigh the benefits; alternative providers exist and people using those providers would not be disadvantaged; the function does not contribute to Council objectives; and there is no statutory or strategic requirements to make provision.

Peer Review Framework

Each review will be bespoke. There is no one right way to conduct the reviews and the direction and outcomes are not predictable.



Council Decisions

Peer reviews will become normal business as a way of improving how we operate with options, cost and impact in mind. They should demonstrate our values of: challenging; open to ideas; participating and empowering.

The Council has agreed that peer reviews can:

- identify efficiencies, cost savings and improve outcomes.
- enable challenge, innovation and openness to all options for service delivery.
- build on progress being made within a service, acknowledging where progress has already been made.
- support culture change by identifying blockages.
- identify where staff roles need to change.
- support management/leadership development of team members.

Peer review teams will be identified by the CEX and have Board Members and Trade Union representatives attached. We can involve partners in teams too.

The role of Board Members

Members will:

- identify the priority areas for review;
 - be attached to specific reviews by attending briefings, workshops and site visits in advance of proposals being made. They can also shadow staff with their consent and using the framework agreed.
 - share ideas for improvement;
 - provide up-dates on progress to the Board;
 - challenge other review findings and recommendations;
 - recommend to Council or Committee any policy and resource changes to implement reviews;
 - champion the change agreed among Members and with the public, service users and community bodies; and
 - scrutinise the implementation of review recommendations.
- Team Leaders will keep in touch with Members if they can't attend all team meetings.

Involving staff

Staff are experts in their own fields of service and therefore are valuable sources of information and ideas when considering change and new ways of delivering those services. It is important to remember that staff are also service users.

Review teams need to consider how best to engage with staff working in the functions under review. Review teams will have a Trade Union representative attached. Early in the review process teams should:

1. Understand the history of staff involvement to date and how effective that was. This will help to consider who needs to be involved and the best approaches to use.
2. Think about a range of methods to use to hear from staff and gather their ideas of change e.g. site visits, workshops, surveys – targeted or staff panel, focus groups, co-option on to review team, member shadowing, digital tools, different ways to listen.
3. Consider the phasing and timing of that engagement depending on individual review requirements. Even if it is not feasible to involve all staff, there should be communication about the review to all staff.
4. Work with the HR Business Partners and the Corporate Communications Manager to develop a communications plan for staff. The Policy Team can assist with staff panel surveys and focus groups.

Why do peer reviews?

Peer reviews will become normal business as a way of improving how we operate with options, cost and impact in mind.

Members say peer reviews:

- deliver recommendations for reviewing services in a short space of time;
- let them take part and provide them with insights and deeper knowledge about services;
- broaden their understanding of services they had not previously been involved in;
- provide staff with a chance to demonstrate their ability and openness to change.

Staff and Trade Union representatives say peer reviews:

- Bring fresh eyes into a service area.
- Bring people, skills and perspectives together from across services.
- Encourage staff to have an open mind.
- Probe current arrangements with a mandate from the Chief Executive and Redesign Board.
- Achieve buy-in and cooperation from others.
- Let the host Head of Service (HoS) and their teams demonstrate their openness to challenge and scrutiny. Peer reviews are never about blame.
- Support as well as challenge HoS. Sometimes they affirm HoS intentions for change and give them the mandate for change.
- Surface the complexity in service areas and provide new insights for staff and Members.
- Build trust and share knowledge with Members through their early involvement. Members feed back to the Board and work across groups.
- Involve Trade Unions openly.
- Help team members to flourish and develop their careers.

Peer reviews are one type of review. Others types of review are: Lean reviews, commercial reviews, procurement reviews, community reviews (to be developed), professional practice reviews, reviews from national policy change, audit findings and digital change.