**Redesign Board workshop 27.6.17**

**The Benefits of a Programme of Peer Reviews with Member and Trade Union Involvement Agreed at Council March 2017**

1. **Making peer reviews normal business as a way of improving how we operate with options, cost and impact in mind.**

Reviews to date have shown it is often possible to identify efficiencies, cost savings and improve outcomes. They have enabled challenge, innovation and openness to all options for service delivery. People need to be regularly congratulated for stepping up and for opening up in an ongoing review programme.

Reviews can build on progress being made within a service, acknowledging where progress has already been made e.g. residential placements for looked after children, the transport programme, street light dimming trials.

Peer reviews can support management/leadership development, particularly important to broaden experience and skills as we move to flatter management structures. There is scope to engage staff in CPP organisations to develop management/leadership development across public and third sector bodies by involving them in review teams and seeking a reciprocal arrangement to broaden staff experience.

Nothing should be out of scope for review, but we should develop criteria for prioritising reviews (Member views, budget scale or cost increase, performance data, CRM data, QPRs, staff views) and with statutory functions just as likely to be reviewed as discretionary functions.

Reviews have demonstrated and reinforced the values (challenge, open to ideas, participating and empowering). They can support culture change by identifying blockages e.g. children’s services review ‘There are some cultural, workload and administrative factors that may work against the objectives of preventing and reducing the duration of residential accommodation.’

Reviews can identify where staff roles need to change e.g. revisiting roles and responsibilities. The Lean programme under development can support this too.

1. **Sustain Members’ engagement in a review programme**

Members have decided the priority areas for review, the process to use and their pace. Elected Members have duties to set strategy and policy and to scrutinise performance. Given this remit, their involvement could be embedded in a redesigned Council by:

* Identifying the priority areas for review
* To challenge review findings and recommendations and share ideas for improvement
* To agree any policy and resource changes that may be identified from reviews – through appropriate governance
* To champion the change agreed among Members
* To champion the change agreed with the public / service users / community bodies
* To scrutinise implementation

Policy advice, implementation and operational management are roles for staff led by the Chief Executive who is supported by the Executive Leadership Team. Members do not have a role in carrying out reviews or implementing them; but the experience of their attachment to significant reviews has enabled them to broaden and deepen their understanding of the functions reviewed and to bring new perspectives to them. To retain these benefits Members could:

* Attend briefings, workshops and site visits with staff involved in reviews in advance of proposals being made. Members with particular interest could choose to be more informed about particular reviews in these ways.
* Shadow staff using the framework agreed.

1. **Sustain engagement of Trade Unions in a review programme**

The involvement of staff side representatives in individual reviews was welcomed by team leaders. The contribution Trade Union representatives have made to the Board has been productive, providing constructive challenge, credibility and influence. This partnership approach should be supported in an ongoing review programme.