

## Criteria for identifying peer reviews 2017/18

Peer reviews are particularly helpful for:

- Constructively and sensitively challenging the service delivery and resourcing model in use;
- bringing Member views in early to a review process; and
- involving Trade Union representatives and staff in service redesign.

Peer reviews apply to statutory and discretionary functions. They conclude within a 12 week period.

Drawing on the approach to identifying review areas in 2016/17, peer reviews are to be identified from the following sources/reasons:

- **Member views**
  - Where Members seek change, improvement or enquiry or need more support and information to reach decisions. Policy Development Groups may also seek peer reviews of particular services or functions.
- **Financial**
  - Large scale of current budget, savings potential, where we find budget growth, cost increases or high comparative costs.
- **Service improvement**
  - Member feedback and other performance / CRM data that identify an unexpected decline in performance or satisfaction, benchmarking data that shows where other Councils perform better, internal or external audits or unexpected increases in complaints.
- **Professional**
  - Where Directors, Heads of Service and managers identify unsustainable service delivery, feel that new levers for change are needed to deal with service issues that are 'stuck' or not concluded and where 'fresh eyes' are welcome to bring new insights to a complex service area.
- **Staff side and Trade Union views**
  - Where staff and/or their representatives have particular workforce insights that suggest alternative service delivery models should be explored.
- **Adapting to change from the external environment**
  - To prepare for changes expected or to be implemented as a result of a national policy review, ability to meet national targets, the Government's Programme, legislative change, changes to operations of partner and other service providers.

### Partnership services

Services delivered in partnership could still be included for peer reviews but they would need partner cooperation and agreed changes to the peer review framework. The Board might be minded to work with partners to develop a review framework for jointly commissioned reviews.

### **Challenging and supporting the scope of other reviews**

The Redesign Board may also have an interest in other review activity that is already underway or planned in Services as part of ongoing service improvements. The Board may seek to:

- challenge the scope of those reviews;
- have assurance that alternative service delivery models are being considered if that is appropriate;
- ensure review outcomes are aligned;
- support the review activity; and
- encourage improved pace.

### **Other types of review**

Peer reviews are one type of review. Other types of review better suited to some areas of service include: lean reviews, commercial reviews, community reviews (to be developed), procurement reviews, professional practice reviews, reviews from national policy change, audit findings and digital change.

Peer reviews may conclude that another form of review is also required, e.g. identifying specific functions for a Lean review.

