CITY & COUNTY OF CARDIFF COUNCIL   **AGENDA ITEM 6**

CYNGOR SIR A DINAS CAERDYDD

POLICY REVIEW & PERFORMANCE

SCRUTINY COMMITTEE   **4 November 2014**

ORGANISATIONAL DEVELOPMENT - STRATEGIC COMMISSIONING & SERVICE REVIEW PROGRAMME

Reason for the Report

1. The Wales Audit Office Corporate Assessment of the City of Cardiff Council made a formal Proposal of Improvement that the Council should ensure that its Organisational Development Plan resolves the range of issues identified by the Assessment. The Committee has agreed to concentrate a significant portion of its 2014/15 work programme to scrutinising the various Organisational Development work-streams as well as the overall delivery of the Organisational Development Programme, which was established in May 2014.

2. This item gives the Committee an opportunity to scrutinise the Strategic Commissioning Programme six months after it was established under the Organisational Development Programme. It should be noted that specific projects under this Programme (such as the Infrastructure Business Model and the Social Care Commissioning Strategy) are subject to more detailed scrutiny work by other Scrutiny Committees, so this item will cover the overall strategic approach. A key priority under this work-stream is the co-ordination of a Council-wide programme of Service Reviews, which the Committee has also agreed to consider.

Background

3. The Policy Review and Performance Scrutiny Committee's remit provides for it to consider the Council's strategic programmes and organisational development, as well as its commissioning and procurement arrangements.

4. The Welsh Local Government Association Peer Review of the Council, which was formally presented to the Cabinet in October 2013, examined the Council's approach to developing alternative service delivery models. It recognised that the Council had set out a clear commitment to considering alternative service delivery models, but that it had not yet defined the strategy or identified clear opportunities. The Peer Review found that the Council 'needs to develop a corporate strategy, which is aligned with political direction and corporate priorities as well as the individual service strategy for improvement and efficiency over a time period of at least 3 but more likely 5 years. The corporate strategy needs to be underpinned by a robust governance and business case development process. Lessons can be learnt from Councils that have explored a range of models.'[1] The Peer Review recommended that the Council should:

    - "Develop a clear strategy and framework for the organisation supported by training and development.
    - Identify opportunities for different models to be considered within the service process but ensure that where appropriate services are bundled together.
    - Develop a robust governance and business case development process with clear criteria.
    - Identify learning and best practice from experiences elsewhere.
    - […] Community ownership and service delivery models to be included as part of the strategy."

5. The Organisational Change Cabinet report set out that in order to support the level of change required in the Council, 'a more consistent, engaged and evidence based approach to how the Council assesses, plans and reviews' the delivery of its services should be taken.[2] The report went on to state that:

    'The Council (with partners) will need to adopt a strategic commissioning approach through which it will identify with communities the shared outcomes that are sought and ensure that services are designed around those outcomes, rather than around

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[1] Welsh Local Government Peer Review of Cardiff Council, p. 24
[2] Establishing a Programme of Organisational Change for the City of Cardiff Council Cabinet report, 15 May 2014, available on the Council's website at: https://formerly.cardiff.gov.uk/committeebrowser.asp?$state=meeting&$committee=12950&$meetingdate=15/05/14

pre-existing services. This will require the Council to fundamentally challenge the way services are currently delivered and to consider the fullest range of service delivery models and providers. Crucially, commissioning does not mean the same as outsourcing. While it is important that the "default" in-house delivery option is robustly challenged, it is also important that there is no presumption about the preferred service delivery model before all evidence is assessed. […]

The requirements of any commissioning process must make sense to those using the service. Commissioning will require Council staff to work with communities and citizens throughout the cycle. The delivery mechanism chosen will be that which most effectively meets identified requirements. Commissioning will not be limited to traditional service boundaries, and will increasingly involve joint commissioning and pooling of budgets. Commissioning and procurement activity will also be used, where possible to support the local economy and to grow the capacity of the third sector. This will mean that services can increasingly be delivered by, and within, communities.'[3]

6. A Strategic Commissioning work-stream was therefore established under the Organisational Development programme. Key priorities for the programme were identified as:

- The development and adoption of the Council's preferred approach to commissioning;
- Overseeing the development of specific commissioning strategies and plans;
- Co-ordinating a Council-wide programme of service reviews; and
- Managing the appraisal and implementation of alternative service delivery models.

7. Attached at **Appendix A**, Members will find the specific objectives and actions which were agreed for the Strategic Commissioning programme as part of the 15 May 2014 Organisational Change Cabinet report.

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[3] Ibid. pp. 10-11

Issues

8. Attached at **Appendix B**, Members will find a presentation which Steve Robinson (Operational Manager for Commissioning and Procurement) will give at the Committee meeting. It sets out the aims of the Strategic Commissioning Programme, the Council's Strategic Commissioning approach, as well as details of the Service Review methodology which is currently under development.

9. Attached at **Appendix C** Members will find the Service Review toolkit which has been developed by the Commissioning and Procurement team. This methodology is being piloted, but will continue to be updated as Council directorates learn from putting it into practice. This Toolkit forms the first of three phases of the Council's Service Planning Framework, the second of which is the Service Delivery Model Options Appraisal and the third of which is the Detailed Business Case. For each phase of the Framework a corresponding toolkit will be developed in future; further details can be found at **Appendix C.**

Scope of the Scrutiny

10. This item gives the Committee the opportunity to consider the overall approach to Strategic Commissioning which is being put in place under Organisational Development; the Council's approach to Service Reviews and the plan for their implementation. The development of specific alternative delivery models is being carried out in other scrutiny settings: the Infrastructure Business Model is currently subject to a joint inquiry between this Committee and the Environmental Scrutiny Committee, for example, and the Culture & Leisure Business Model has been considered by the Economy & Culture Scrutiny Committee.

Way forward

11. Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance has been invited to attend for this item and may wish to make a statement. Christine Salter, Corporate Director Resources has been invited to attend as Senior Responsible Officer for the Strategic Commissioning Programme. Martin Hamilton, Chief Officer Change & Improvement has been invited as lead officer for the programme of Service Reviews; and Steve Robinson, Operational Manager

Commissioning and Improvement, has been invited to attend as lead officer for the Council's Strategic Commissioning approach. They will give the presentation attached at **Appendix B** and answer Members' questions.

Legal Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

14. The Committee is recommended to:

    i.   consider the information presented in this report and at the meeting;

    ii.   decide whether it wishes to make any recommendations to the Cabinet.

MARIE ROSENTHAL
County Clerk and Monitoring Officer
29 October 2014

Background papers:

Establishing a Programme of Organisational Change for the City of Cardiff Council Cabinet report, 15 May 2014

Work Stream: Strategic Commissioning

Senior Responsible Officer – Christine Salter

Rationale: Action is required to ensure that the Council has a more consistent and evidenced based approach to how it designs and delivers services to address the needs of communities and citizens and to focus on the delivery of prioritised outcomes. To achieve this the Council will need to adopt a strategic commissioning approach where we will objectively assess need, prioritise outcomes, review how best to deliver the outcomes and then consider the full range of service delivery models available. We will positively value a mixed economy of provision because it offers the best range of options to deliver the identified outcomes.

Success: Specification and commissioning of services based on the delivery of clear outcomes; Option appraisal of appropriate delivery models completed in a timely manner; implementation of new ways of working achieve a lower cost base for the Council;

Objective	Action	Lead	Target Date
Develop and implement the Council's Strategic Commissioning approach	• Establish a shared understanding and language with Members, Senior Management and Partners	SR	6/14
	• Develop the Council's strategic commissioning model	SR	7/14
	• Prepare and publish a statement of strategic intent, setting out the Council's commissioning intentions and priorities	SR	9/14
	• Complete an internal commissioning capability review using the Welsh Government framework	RJ	12/14
	• Review and update the Cardiff Strategic Needs Assessment framework	SR	12/14
	• Complete development of a Strategic Commissioning framework and supporting toolkit	SR	3/15
Oversee the development of	• Finalise the development of a commissioning strategy for Older	Sian Walker	8/14

Objective	Action	Lead	Target Date
specific commissioning strategies and plans	**People** • Develop a commissioning plan to support delivery of the commissioning strategy for Older People	Sian Walker	12/14
	• Develop a commissioning strategy for Children and Young People / Looked After Children • A full rolling programme will be developed during quarter 1 of 2014/15	Tony Young	12/14
Instigate and co-ordinate a programme of Service Reviews across the Council to ensure that the services provided are fit for purpose, offer value for money and are capable of meeting current and future service demands and expectations within the constraints of the budget strategy.	• Develop a service review toolkit to ensure services are reviewed in a consistent way;	MH	1/14

	• Establish a phased rolling programme of service reviews
	   o Phase 1 Service Reviews agreed to include:
	     ▪ Waste Management
	     ▪ Street Cleansing
	     ▪ Highways Management
	     ▪ Pest Control
	     ▪ Parks Operations
	     ▪ Central Transport Services
	     ▪ Facilities Management
		Lead Director	Ongoing 5/14 onwards

	• Provide training to relevant teams. • Report output of Phase 1 service reviews into SMT and relevant Cabinet Member • Peer review challenge sessions with external support where appropriate	MH Lead Director	7 – 9/14
Options appraisals undertaken to identify potential service delivery models ensuring that the option chosen is that which most effectively meets the	• Develop Alternative Delivery Model guidance and toolkit to enable evaluation of delivery models in a consistent way;		10/2014
	• Forward programme of functions for delivery model evaluation established		11/2014
	• Project teams to be established for each function		12/2014

Objective	Action	Lead	Target Date
identified requirements.	• Project plan and timeline for each function developed • Report to Cabinet on delivery models, by function		
Progress service review outcomes to identify potential service delivery models ensuring that the option chosen is that which most effectively meets the identified requirements.	**Leisure & Culture:** • Conclude the feasibility exercise on leisure & culture, with report to Cabinet; • Prepare Detailed Business Case for Cabinet approval • Prepare procurement strategy & specification for services selected within feasibility study; • Agreed operating model in place	Director for Culture, Leisure & Sport	6/14 9/14 10/14 9/15
	Infrastructure Services: • Conclude Phase 1 service reviews and consider outcomes to inform next steps; • Outline Business Case to Cabinet • Detailed business case to Cabinet • Implementation Phase (timing dependant on option)	Jane Forshaw	7/14 9/14 12/14 6/15

Policy Review and Performance Scrutiny Committee

4th November 2014

Steve Robinson

Strategic Commissioning Programme

- Develop and implement Council's Strategic Commissioning approach

- Instigate and coordinate a programme of service reviews

- Identify potential alternative service delivery models

Organisational Development Programme Adopting a Strategic Commissioning Approach

- Achieving this level of change will require a more consistent, engaged and evidence based approach to how the Council assess, plans and reviews the delivery of services

- Identify with communities the shared outcomes that are sought and ensure that services are designed around those outcomes rather than around existing services

- Will require the Council to fundamentally challenge the ways services are currently delivered

- Commissioning will require Council officers to work with communities and citizens throughout the cycle

Commissioning is not Procurement

- Cardiff Council's Commissioning & Procurement Strategy (2011-2015) utilised the Cabinet Office (*Action Plan Partnership in Public Services)* definition of commissioning **as *the cycle of assessing the needs of people in an area, designing and then securing appropriate service***

- Essentially strategic commissioning is about
  - Assessing and identifying need
  - Setting outcomes based on needs and aspirations
  - Engaging with stakeholders particularly citizens and staff
  - Understanding available resources and current service level
  - Setting commissioning priorities to secure outcomes
  - Identifying service delivery options
  - Planning and implementing service delivery models
  - Monitoring and reviewing performance to ensure outcomes are met

- Procurement is but one means of implementing commissioning priorities
  - Service redesign
  - Public service partnering
  - Grants to community groups

- Commissioning **DOES NOT** mean the same as outsourcing.

Opportunity to Rethink

Need pragmatic flexible approach which recognises different opportunities and scope

Population	• Traditional approach to commissioning (IPC Model) focused on specific population i.e. Older People, Looked After Children • Statutory Guidance - Fulfilled Lives, Supportive Communities
Challenge / Issue	• Related to a specific challenge or issue faced by the Council and / or City • Educational Attainment • Oldham Commissioning Model
Service Improvement	• Improvement in performance of existing Council services • Service Reviews – Infrastructure Services
Budget Reduction	• Need to review current service to allow a reduction or cut in budget
Tender	• Tender for new service or re-tender of existing service e.g. Direct Payments, Supported Living Services • Category Management Strategic Sourcing Process and Tools
Community Asset Transfer	• CAT Toolkit

Oldham – What is our challenge?

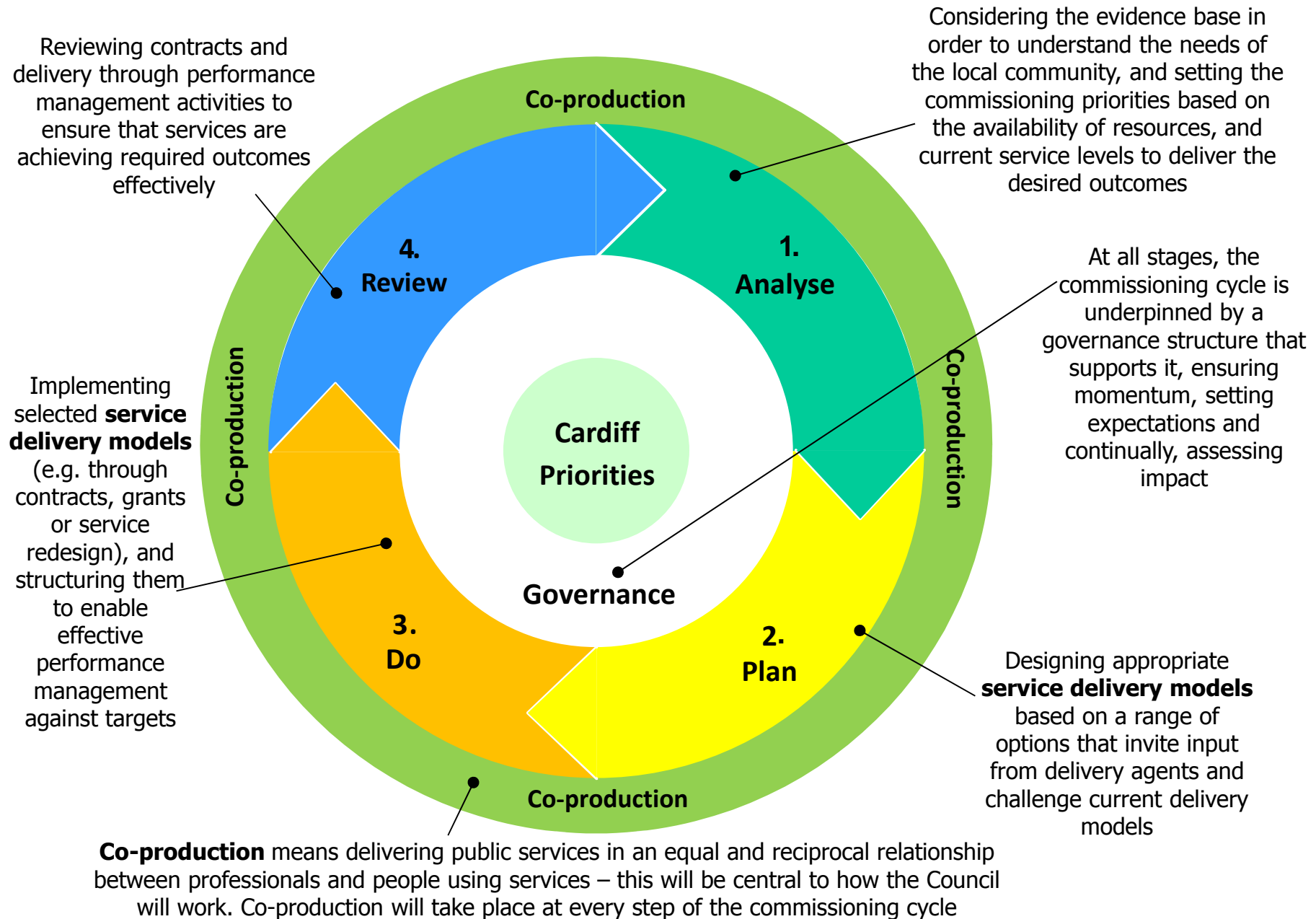**Challenge**: Cost effective youth services

Old Question: How do we reduce expenditure on youth services by £400,000?

New Question: How do we keep young people healthy, safe and engaged whilst making efficiencies?

Cooperative Question: What can I contribute to my local community that will provide me with opportunities too?

This involves understanding the role of citizens and services beyond youth clubs and youth workers and looks to activity in young

Cardiff's Commissioning Cycle

Reviewing contracts and delivery through performance management activities to ensure that services are achieving required outcomes effectively

Considering the evidence base in order to understand the needs of the local community, and setting the commissioning priorities based on the availability of resources, and current service levels to deliver the desired outcomes

At all stages, the commissioning cycle is underpinned by a governance structure that supports it, ensuring momentum, setting expectations and continually, assessing impact

Implementing selected **service delivery models** (e.g. through contracts, grants or service redesign), and structuring them to enable effective performance management against targets

Designing appropriate **service delivery models** based on a range of options that invite input from delivery agents and challenge current delivery models

Co-production means delivering public services in an equal and reciprocal relationship between professionals and people using services – this will be central to how the Council will work. Co-production will take place at every step of the commissioning cycle

Strategic Commissioning
Ideas for Statement of Strategic Intent

- Unprecedented reduction in budget and prolonged period of austerity

- Need to radically re-think the role of the Council in meeting needs and outcomes of communities and citizens

- The Council cannot continue to deliver services **to** communities and citizens

- Need communities and citizens to play a more active role in both planning **and** delivery

- Need to recognise and maximise use of the **resources** and **assets** available to the Council, its partners, our communities and our citizens

- This will require a fundamental change in the mind set of the Council, and the communities and citizens of the City of Cardiff

Ideas for Commissioning Principles

1. Commissioning is **everybody's** business
2. Focus on **Prevention** and **Early Intervention**
3. Promote **Independent Living**
4. Drive a commercial, innovative and dynamic culture to **challenge** how services currently provided
5. Look to **reduce demand**
6. Need to shift to securing the best outcomes for communities and citizens by making best use of **all available resources**
7. Identify all available **resources and assets** and work within these
8. Focus on commissioning for **outcomes** not services
9. Secure the greatest **social return** on every pound spent
10. Open and honest **conversations**
11. **Evidence** based decisions
12. Always look for opportunities to **co-produce**

6 Principles of Co-production

Click on link for NEF Prezi presentation

- Recognising people as assets

- Build on people's capabilities

- Develop two-way reciprocal relationships

- Encourage peer support

- Blurring distinctions

- Facilitating not delivering

Public Services Matrix

	Professionals as sole service planner	Service users/ community & professionals as co-planners	No professional input into service planning
Professionals as sole service delivers	Traditional professional service provision	Professional service provision - users and communities involved in planning and design	Bespoke services commissioned by users and delivered by professionals
Professionals/ users/ communities as co-deliverers	User co-delivery of professionally designed services	**Full user/ professional/ community co-production**	User/ community delivery of services with little formal/ professional planning or design
Users/ communities as sole deliverers	User/ community delivery of professionally planned services	User/ community delivery of co-planned or co-designed services	Self-organised community provision

Who delivers?

Co-production Ladder

Co-production	**Doing with** in a equal and reciprocal partnership
Co-design	
Engagement	**Doing For** engaging and involving people
Consultation	
Informing	
Educating	**Doing To** trying to fix people who are passive recipients of service
Coercion	
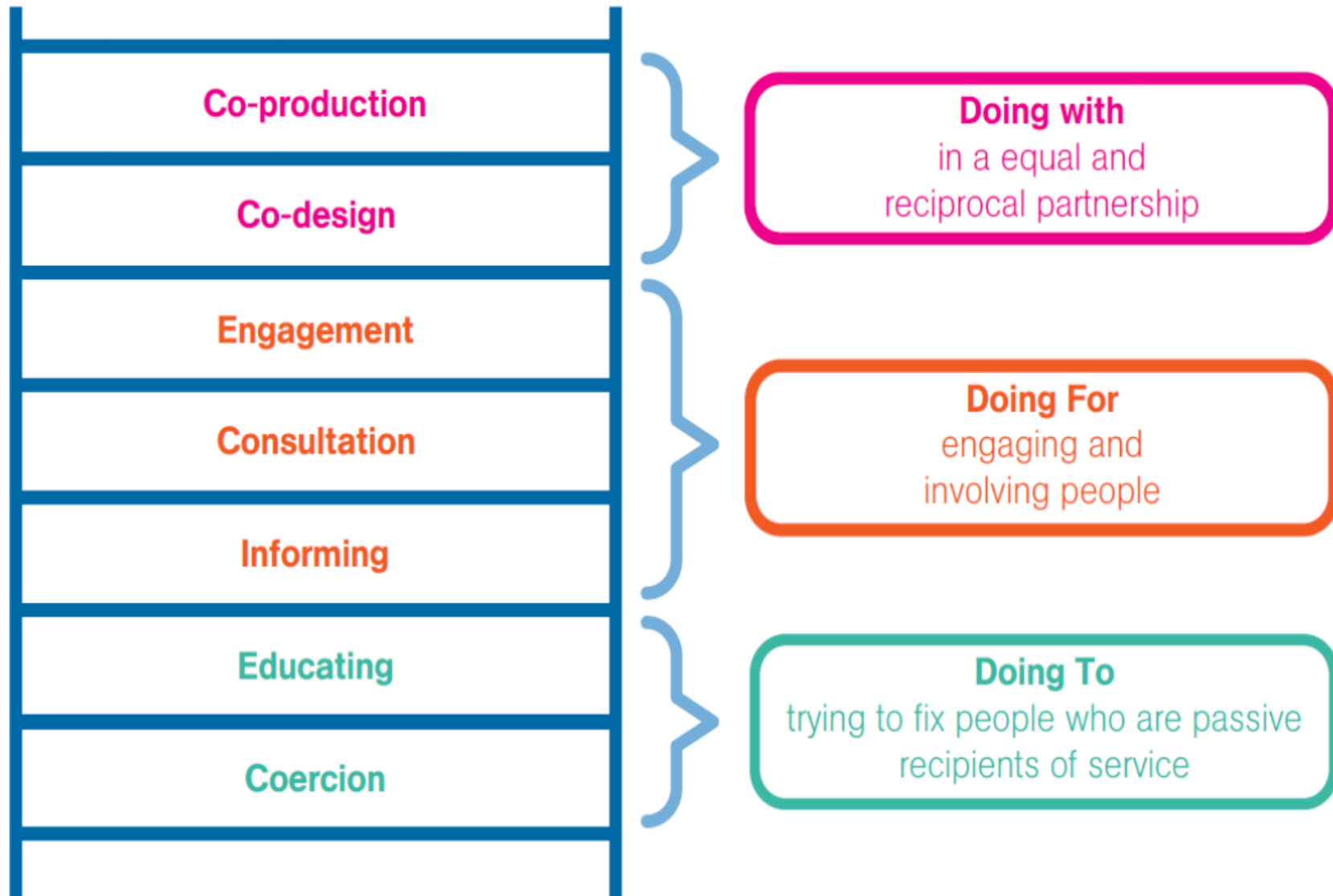
Values and Priorities

Co-operative Values: We Are Cardiff

Open
We are open and honest about the difficult choices we face, and allow people to have their say on what's important to them and their communities

Fair
We champion fairness, recognising that with less resource we need to prioritise services for those who need them most.

Together
We work with our communities and partners across the city to deliver the best outcomes for the people of Cardiff

Our Priorities:

- Education and skills for people of all ages
- Supporting people in vulnerable situations
- Sustainable economic development as the engine for growth and jobs
- Working with people and partners to design and deliver services

Possible Themes

- Prevention and Early Intervention
- Independent Living
- Safeguarding Vulnerable Children and Adults
- Resilient Local Communities
- Environmental Protection and Enhancement
- Public Protection and Enforcement
- Economic Growth and Prosperity

Service Reviews

- Designed as part of wider Organisational Development programme
- Current methodology is a **framework** and **not a prescriptive** approach
- Methodology is intended to be inclusive in its approach
- Service Review Toolkit developed and being piloted
  – Infrastructure Services, Corporate Resources, Leisure, Heath & Social Care, Youth Services….
- Need for challenge is central to the process
- Toolkit to be revised to reflect lessons learnt.
- Develop capacity, pool of experts and other support

Service Review – Draft Methodology

4-5 Weeks

Stage 1 Initiate	Confirm initial scope, establish project, form cross-functional team and engage with key stakeholders incl. TU and Staff	PQA Project Brief
Stage 2 Baseline	Capture and analyse baseline information and data using assessment questionnaire – identify SWOT and Key Issues	Baseline Assessment Questionnaire
Stage 3 Compare	Undertake benchmarking to compare performance with other organisations and seek to understand reasons for differences	

2-6 Weeks

Stage 4 Scope	Summarise key findings from baseline assessment and agree the scope, focus and outcomes of the service review	Scoping Report Template
Stage 5 Consult	Engage and consult with key stakeholders to test findings and conclusions from initial analysis and to identify underlying causes	
Stage 6 Report	Produce Service Review report setting out findings and conclusions and Action Plan	Service Review Report Template

2-5 Weeks

Stage 7 Challenge	Invite challenge from stakeholders including Members, Scrutiny and Trade Unions	
Stage 8 Approve	Submit report to Organisational Development Board for final approval	
Stage 9 Implement	Plan and deliver Quick Wins	Need to consider different delivery models?	Go to Phase 2

Next Steps

- Developing a Strategic Commissioning Statement of Strategic Intent
  - Establishing key principles and priorities
- Establish co-production pilot projects as part of the Strategic Commissioning Programme:
  - Youth Services
  - Parks
  - Assessment and Care Management
- Finalise Alternative Delivery Model Toolkit and then pilot
  - Including an Appraisal Matrix
- Update Service Review Toolkit

Organisational Development Programme

Service Planning Framework

PHASE 1 - Service Review Toolkit

Contents

		The self-assessment process	
3	**Stage 4 – Scope**		**17**
	Stage 5 – Consult		**18 – 19**
	• Scrutiny Committee(s) and Trade Unions • Stakeholders (Staff and Services Users)		
4	**Stage 6 – Report**		**20**
	Stage 7 – Challenge		**20 – 21**
	• Service Review Challenge Session		
5	**Stage 8 – Approve**		**22 – 23**
	• Moderation and approvals • Moderation • Equality Impact Assessment • Approval		
	Stage 9 – Implementation of Action Plan		**23**
	• Action Plan • Summary		
Appendix 1	**Roles and Responsibilities**		-
Appendix 2	**Service Review Questionnaire**		-
Appendix 3	**How to use Performance Indicators**		-
Appendix 4	**Final Report Template**		-
Appendix 5	**Service Review Action Plan Template**		-
Appendix 6	**Service Review Methodology Chart**		-
Appendix 7	**Options Appraisal Criteria**		-

Foreword

The Council is facing a number well documented and significant challenges which are reshaping the environment in which public services are delivered. These include: rapid fiscal consolidation; an increase in demand on services; the need for continuous improvement; the need for Cardiff to lead an economic recovery in Wales and the reorganisation of local government as proposed by the 'Williams Commission'.

These challenges will have far-reaching implications for the Council and consequently maintaining the 'status quo' in how services are delivered is not a sustainable option. Maintaining the 'status quo' would probably result in organisational decline, poorly resourced services, difficulties in achieving Council objectives, under-performance, indefinite salami-slicing of budgets, and poor staff morale. A managed transition of the way in which the organisation operates and services are delivered is essential.

In May 2014, Cabinet approved a report entitled 'Establishing a Programme of Organisational Change for the City of Cardiff Council'. The report sets out details around the challenges being faced by the Council, outlines a new organisational model that would reposition the Council to respond to these challenges and the steps required for the Council to deliver become a strategic commissioning Council. Cabinet agreed that in order to support this strategic commissioning approach that the Council will instigate a programme of Service Reviews to ensure that services are fit for purpose, offer value for money and are capable of meeting current and future service demands and expectations within the constraints of the budget strategy.

This Toolkit will support Directorates to undertake Service Reviews.

Strategic Commissioning Board

Introduction

In May Cabinet approved a report 'Establishing a Programme of Organisational Change for the City of Cardiff Council'. The report set out the financial challenge facing the Council and that in the future the Council will need to deliver less services directly, employ fewer staff and deliver direct services much more efficiently. In order to respond to this challenge the Council will reshape the way its services are delivered by adopting a Strategic Commissioning approach and the full range of service delivery models will need to be considered as part of this approach.

This Toolkit has been designed to support Directorates to undertake Service Reviews element of the Service Planning Framework in a structured, consistent and transparent manner. The Service Reviews are a central component of the Council's *Programme of Organisational Change* and support the wider strategic commissioning agenda. Service Reviews are aimed at ensuring that the Council's services are capable of meeting current and future demands and expectations **within the constraints of the budget strategy**, they will also support the Council to identify opportunities to improve services and also deliver the significant savings that need to be delivered in the short to medium term.

Cardiff's Service Planning Framework
The Service Review is the first phase of the Council's Service Planning Framework and a separate Toolkit will be developed for each phase:

- **Phase 1 - Service Review**
  A structured review of a service through a combination of desk based data collection and analysis, benchmarking and engagement / consultation with key stakeholders including Members, trade unions, staff and customers. This will identify the strengths and weaknesses of the service and the opportunities for improvement. The review will provide a report and action plan setting out the options to deliver improvement and budget savings over the short, medium and long-term. This will result in the delivery of 'quick wins' and may result in the review progressing to Phases 2 & 3. The review will feed into the Council's Business Planning process, the 3-year savings targets for Directorates and influence the decisions that will need to be taken around longer term service provision, including the level of provision and what services will no longer be provided or will be provided in a different way.

- **Phase 2 - Service Delivery Model Options Appraisal**
  An appraisal of the alternative service delivery models against our current service which can improve weaknesses, build on strengths and deliver opportunities identified during the service review. Establishing the criteria at the outset for the appraisal will be crucial and this must be driven by our budget constraints and budget strategy. Where alternative delivery models are identified as realistic options for delivering service improvements and efficiency savings a detailed business case will be developed in phase 3.

- **Phase 3 - Detailed Business Case**
  This Toolkit will address the development of a detailed business case which will examine the strategic, economic, commercial, financial and management case of the

preferred option(s). It will include further benchmarking and a detailed evaluation of strategic options which will include a public sector comparator.

Definition of a service

For a number of reasons it may not be possible to review every part of a whole service at the same time due to the time and resources available and the potential impact on service delivery. A definition of a service under review could therefore be individual elements or functional areas within a Directorate. It may also be a theme or group, such as cultural services, that cut across a number of Council Directorates or functions.

In addition to the agreed Service Review undertaken as part of the Organisational Change Programme, a Corporate Director or management team can instigate a service review at any time, but they must notify the Strategic Commissioning Board. Irrespective of how a service review is instigated or its size and scope, all reviews must go through phases of challenge and moderation before being presented to the Strategic Commissioning Board in the first instance as outlined in this toolkit. This challenge is built into the service review process and should include Scrutiny Committees, Trade Unions, staff, service users and potentially external consultants where this approach is supported by the Investment Review Board.

Phase 1 - Service Review Key Stages

The 9 key stages to be undertaken for each service review are as follows. It should be noted that this is a guide and it may be appropriate to make adjustments for some service reviews.

Stage 1 – **Initiate Service Review**
- Confirm initial scope and sponsor
- Form Cross Functional Service Review Team
- Initial Project Brief developed and agreed, including a timetable
- Initial engagement with key stakeholders including Trade Unions and Staff

Stage 2 – **Baseline Assessment**
- Baseline assessment undertaken using Questionnaire – where are we now?
- Performance and preliminary benchmarking
  - What are our service standards and targets?
  - What does it cost us to provide these services compared to others?
  - What level of service provision could we reduce by in terms of removing services and quality reductions to reduce our cost base?
- Identify SWOT and key issues
- Summarise key findings from baseline assessment

Stage 3 – **Compare**
- Undertake benchmarking to compare performance
- Undertake an initial assessment of reasons for differences in performance, quality and costs of delivering the service
- Undertake preliminary Options appraisal – what alternative delivery model options are possible for this service, develop a 'long list'; typically this will be around 3, 4 or 5 options

Stage 4 – **Scope**
- Project Brief updated and agreed
- Prepare initial draft of Service Review Report – what are the baseline assessment and compare stages telling us and what do we want to happen?

Stage 5 – **Consult**
- Engage and consult with key stakeholders to test findings, conclusions and seek to understand underlying causes
- Challenge – what service do we want to provide?

Stage 6 – **Report**
- Analyse results of engagement and consultation stage
- Produce final draft of Service Review Report and Action Plan, which will include 'quick wins' and identified savings

Stage 7 – **Challenge**
- Invite final challenge from Scrutiny
- Ongoing communication with Trade Unions and stakeholders
- Finalise Service Review Report and Action Plan in light of challenge

Stage 8 – **Approve**
- Final Service Review Plan submitted to Strategic Commissioning Board for approval

Stage 9 – **Implement**
- Plan and deliver 'quick wins'
- If recommended move to Stage 2 and consider different delivery models

Finally, and perhaps the most important piece of information in this toolkit – if you are not sure, ask! There are many experienced people in the Council that can provide advice and assistance on how to undertake a service review, the issues involved, and lessons learnt.

Chapter one

Stage 1 - Initiate Service Review

Project Board

The Corporate Director responsible for the service will establish a Project Board and brief the Cabinet lead on the service review and its proposed remit. The Project Board will lead and direct all phases of the Service Planning Framework. The members of the board may vary according to the potential level of impact of the review and what phase of the Service Planning Framework that the Project has reached but will typically include:

- Corporate Director responsible for the service who will be the Senior Responsible Officer for the Project;
- Senior Manager from within the service being reviewed who will act as Project Executive;
- A Project Manager;
- Senior manager who does not work in the service but has some understanding of the service or function under review;
- Representatives from Corporate Functions (e.g. Financial Services; Legal, HR, Commissioning & Procurement, communications team, Enterprise Architecture) can be members or available to call on as the Project progresses.

The Project Board will meet regularly (every 2 to 4 weeks) to assess the service review team's progress. The dates and timing of the board meetings must be agreed as part of the scoping process. Timescales will be different for each review but a Service Review is likely to take between 8 and 16 weeks. Time must be allowed to complete the following key stages of consultation, benchmarking, and options appraisal.

Appendix 1 lists the roles and responsibilities for the Project Board and other Boards within the Organisational Change Programme.

Cross Functional Service Review Team established

The Project Board will establish a cross functional **Service Review** team and determine what other Project resources will be requested from the Investment Review Board using [Organisational Development Resource Request Form](#) (CIS Ref 4.PQA.322). This team will carry out the majority of the review starting with the stage 2 baseline assessment.

All team members will need to allocate sufficient time to the tasks to ensure that deadlines are met, particularly around consultation and engagement aspects.

Confirm the initial scope of the service review

At the start of any service review, the Project Board will agree the proposed remit, what's in scope / out of scope and timeframe for the review. This will be set out using the Council's [Project Brief PQA](#) (CIS Ref 4.PQA.202) and this will be kept under review during stages 1 to 3 and updated as the review progresses. The initial Project Brief will be sent to the Strategic Commissioning Board for comments and the final draft will need to be signed off by the Strategic Commissioning Board at Stage 4 (Scope) who will maintain a register of Service Reviews and their progress.

How the review team engages service users, Scrutiny Committee(s), Trade Unions and other stakeholders will be an important part of the service review process. This engagement will need to be within the context of the financial situation but should explore views on the service, whether it could be done differently or whether there are things which are done now which the Council could stop doing. The Project Brief will set out when and how this engagement will take place and also the opportunities to challenge the findings of the baseline assessment and benchmarking of the existing service.

Initial engagement with key stakeholders

Once the initial Project Brief has been agreed the Project Senior Responsible Officer will consult with the Trade Unions and relevant Scrutiny Committee(s) over the service review, the key principles and agree the consultation / engagement processes. Where necessary the Project Brief should be updated to reflect the outcomes of this consultation.

Chapter two

Stage 2 - Baseline assessment

The information gathered in the baseline assessment will vary for each service review. To assist this exercise a service review questionnaire template is included in **appendix 2**. In undertaking the assessment it is crucial to keep asking 'so what does this tell us'.

The baseline assessment is an essential starting point for any review as it gathers everything about the service at present into a service specification or profile. From this self-assessment, it will be possible to establish the key issues that are affecting a service, identify the costs of providing the service, options for reducing these costs, options for improving the service and identify the Strengths, Weaknesses, Opportunities & Threats (SWOT) of the service.

Prior to undertaking the baseline assessment, the Project Board should ensure that staff working in the services under review are briefed and aware of the forthcoming review. It is important that employees are aware of the review process, kept informed as the review progresses and clear about the opportunities to engage in the process itself. It is envisaged that staff will primarily have the opportunity to engage in the Consult and Challenge phases. Managers should allocate the necessary time and resources to the process. The Council's Communications Team will have a central role in ensuring that messages are clearly communicated.

The baseline assessment should include information about:

How the service currently operates:
This will bring together all known data about the service including service plan objectives, how the service contributes to these and to the Council's Corporate Plan and Key Delivery Targets, current business processes, current performance levels, all costs, staffing structures and processes, how risks are being mitigated against, together with information relating to satisfaction of users and non-users. There must be a clear understanding of the business processes and how the service is delivered, in most circumstances process maps will greatly assist in this understanding.

The market in which the service operates:
This will include what external influences there are on the market and the trends over recent years, in order to be able to make projections about the future.

Once all the baseline information has been collated a SWOT analysis should be undertaken. The Service Review Team should agree the key issues that need to be addressed in order to facilitate improvements to the service and/or drive out efficiency savings, in doing this reflect on the information gathered and ask the following questions:

- **Why** do we do this? Is it statutory, or discretionary?
- **How** does it contribute to our corporate priorities, is it part of our core business?
- **What** is the impact of not delivering a service or delivering a significantly reduced service?
- **Who** provides it and is it aligned?
- **What** are the 'quick wins'?
- **What's** missing - do we have all the information to continue?

The Baseline Assessment findings should be **challenged** in the first instance by the Project Board, who can ask the Investment Review Board for specific support to do this to ensure that robust challenge is provided, particularly for the first service reviews

Stage 3 – Compare
It is recommended that this stage is carried out in parallel with Stage 2.

Performance monitoring and practical benchmarking
We strive for continuous improvement in the quality and the cost effectiveness of our services to meet the needs and expectations of our customers. Therefore, it is important that all services have meaningful performance indicators to measure and track progress and demonstrate the rate of improvement year on year.

Performance monitoring and practical benchmarking are effective tools to enable the service or activity under review to compare its own performance (and processes) against previous targets and against others.

Reviewing performance data and benchmarking is more than simply comparing numerical information. It is about understanding why there are differences in performance by looking at the way we deliver and manage, but also at the processes that lie behind the benchmark measures. It involves using this information to challenge the competitiveness of our own services and seek ways to improve them. When carried out robustly, performance monitoring and benchmarking raises our awareness of where and why we need to improve.

Performance monitoring
All services should already have meaningful performance indicators. During the baseline assessment, you will have collected information against your service indicators and be able to compare current performance to that of previous years. From this, you should be able to identify:
- the perceived problems with the service;
- critical processes which are crucial to the successful delivery of the service;
- key performance variables in the service

Appendix 3 provides further generic information on how to use performance indicators.

Benchmarking
This section of the Guidance is based on the Council's Benchmarking Strategy.

Benchmarking is the process of measuring the Council's processes and performance, systematically comparing them with the performance of others. This provides the opportunity to challenge the way that services are currently provided and unlock the potential to improve services and/or deliver savings in the short, medium and long term. Effective Benchmarking relies on developing relationships with our chosen benchmarking partners in order to share, understand, and learn. There are four basic types of

benchmarking to compare our performance with others. Use these separately or in any combination, to suit the needs of your particular review:

Data benchmarking: This focuses on measuring and comparing inputs and outputs to see how well you are doing against others. It involves comparing similar performance data, very often cost data or output data.

It can be undertaken against internal or external providers, and the first time it is carried out it provides a useful "snapshot" of performance. Over time trends and a year on year changes in performance can be assessed. It is important, however, not to rely solely on this information to justify changes, but rather to investigate and understand the reasons behind any variations as the data may conceal fundamental differences of policy, local need and resources. Benchmarking activity should be based on the aspects of:-

- Cost, quality and performance, customer satisfaction and customer demand

It is important to recognise that unit cost comparators can be affected by different approaches to the treatment of on-costs, central recharges, computer costs, accommodation costs, etc.

Process benchmarking: This focuses on comparing processes, i.e. the sequence of activities that converts inputs into outputs. Its objective is to analyse best practice organisations' processes and procedures and learn how to improve your own. It is a way of going beyond measuring "where you are" to learn "how to do better". Once you have understood the similarities and differences between the partners, it is possible to put in place improvement plans and targets that are achievable.

Functional benchmarking: This is the comparison of the structure, operations and performance of a whole function, e.g. the provision of a finance service to a complex organisation, or the role and structures of a policy unit. It can also be used to assess different service delivery models.

Data is both statistical and quantitative and is supplemented with observation and discussion. Whilst it has the danger of not comparing like with like, the usefulness of functional benchmarking is that it can help review teams "start with a blank piece of paper".

Organisations often inherit ways of doing things that are no longer appropriate, and it is often difficult to evaluate new approaches. Functional benchmarking can inform a business process re-engineering exercise.

Strategic benchmarking: This exercise can be used to compare the implementation of strategic or policy objectives. Examples could include a communication strategy, an equalities strategy, a voluntary transfer of the housing stock or transferring a service to a joint venture. The aim here is to change the business – not the process. This can be compared with existing procedure and good practice examples. Partners can be drawn from any kind of organisation which shares your objectives. Once a strategy is planned, key component elements can be costed and refined using process analysis.

The types of benchmarking used will vary dependant upon the scale and scope of the service review but all will need to look at cost of delivery and quality of service comparisons. For reviews that cover major aspects of Council, it is critical to use more than one benchmarking type. For example, a review of our community vehicles may involve comparison of data such as costs, review of the function such as how this is linked to other vehicle provision for the Council and how this may be linked to the strategy for funding and community care policy.   Before commencing the benchmarking process the project team will need to give full consideration to what results are expected and what information is needed. The types of benchmarking data that provide a basis for comparison are:

- **inputs** – resources used to provide the service for example unit costs, numbers of staff, use of staff time, equipment employed and assets;
- **process or throughput** – processes or activities undertaken, ratios of inputs to outputs for example the numbers of enquiries dealt with by our Customer Service Centre for each full time employee;
- **outputs** – the end result of the service for example the volume of household waste recycled;
- **outcomes** – the impact the service has on the customer, user or the community;

There are three main ways to apply benchmarking, these are:
- **internally** – against other parts of the Council such as data and process maybe used in preparation for a functional change such as a shared service. This can be done fairly easily although will limit the opportunity to learn from significantly different approaches;
- **sector** – comparisons with other local authorities often as part of a formal network or family group. This form of benchmarking can still lack the challenge that leads to significant improvement;
- **competitive** – focuses on those organisation that are seen as competitors, for example this could include private sector providers such as residential care for the elderly.

All benchmarking activities need to be practical and not significantly labour intensive – if robust data already exists then use it! The important element is to ensure that comparisons are like with like – there is little point in benchmarking with others who are completely different in character to our own. Nor is there any point in benchmarking against others whose performance is poor – even if they are in the Council's family group! Benchmarking should not be limited to UK comparators.

For some services, it will be possible to go beyond local authorities to embrace the experience and performance of other public bodies, partner organisations, voluntary bodies and the private sector. For some Council-wide functional reviews, it may be possible to benchmark internally across Council services.

Improvement is all about challenging the way we currently provide services and benchmarking contributes to this by providing a comparison with how other service providers – in particular the best performing ones – achieve these goals. By the end of the benchmarking exercise review teams will have identified what should improve and have identified options for delivering the required changes.

The benchmarking stage is one where it is anticipated that support may need to be provided by iESE, APSE or others, certainly in signposting to potential best practice authorities / organisations. The Project Manager should seek advice from the Commissioning & Procurement team and if required should set out the business case using the Council's standard Consultants, Interims & Specialists Justification Form (CIS ref 4.C&P.002). This should be taken to the Investment Review Board to secure the necessary approval, the comments of the Trade Unions would be required.

For further information and guidance please refer to the Council's Benchmarking Strategy or contact the Improvement and Information Team.

Establishing Service Delivery Model Options Appraisal Criteria

Consider the potential Service Delivery Model Options

The Service Review Project Team should utilise Appendix 1 of the Service Delivery Model Toolkit to understand the potential Service Delivery Model Options to deliver the service(s) in question, and their respective the pros and cons, before typically identifying 3, 4 or 5 potential Service Delivery Model Options to undergo the options appraisal. In all cases a comparison with an enhanced 'in-house' service must be undertaken.

The Service Review Project Board will need to ensure that a robust challenge and assessment is undertaken of the shortlisted delivery models at a meeting or workshop. Additional expertise may need to be brought in to support the challenge and assessment process.

Develop and agree the criteria for assessing the Service Delivery Model Options

The Service Review Project Team will also need to develop a set of evaluation criteria to objectively assess the different delivery models that will need to be agreed by the Project Board.

These need to be established before the evaluation process commences so that there is no risk of the criteria being shaped to ensure that a particular option is selected. A set of generic criteria, under 5 category headings, has been developed and should be used to develop the service specific review – see **Appendix 7**. It is important to note that the criteria can be added or deleted to take account of the specific service and the agreed objectives of the review as set out in the Project Brief.

In developing the evaluation criteria and questions it is important that the team asks tough questions around structures and finance, capability, skills and whether regulatory restrictions and conventions such as pay inflexibility undermine the case for change. The team should constantly be asking the question 'so what does this tell us'.   The Business Case must not be developed simply to support a policy decision that has already been made or to ensure that a particular delivery vehicle is selected.

The assessment criteria explained

It is important to bear in mind that the generic criteria (Appendix 7) are flexible and can be added to, amended or deleted to suit the service being reviewed, local circumstances and priorities. The criteria presented in Appendix 7 address the important components of providing an effective and affordable service, they have been designed to ensure that a consistent assessment framework is implemented across the Council.

Weighting the Criteria

To help with the process of assessing the options, a scoring system which enables the user to consider the relative merits of each option in a systematic manner has been developed. This uses 5 sets of grouped criteria, each group criteria is weighted out of 100 and within each group the individual criteria are also weighted out of 100. The suggested weightings for each category group are set out in Table 1. The weightings enable the options to be objectively compared against each other by means of the scoring matrix.

At this stage of the process the Service Review Project Board should agree the criteria to be used in the Options Appraisal Assessment and the weightings using Appendix 7 to record their decision.

	Category Group Title	**Suggested weighting out of 100**
Category Group 1	Reduced Operating Costs	40
Category Group 2	Improved Outcomes and Performance	20
Category Group 3	Supply Market Dynamics	15
Category Group 4	Deliverability	15
Category Group 5	Risks	10
	TOTAL	**100**

Table 1: Suggested Category Group Weightings

The self-assessment process

The self-assessment process is centred on a series of criteria that will objectively support a decision on whether to undertake a detailed options appraisal. The Service Delivery Models Options Appraisal Toolkit provides details on how the options appraisal should be undertaken.

This toolkit is intended to stimulate discussion about the existing and proposed service delivery methods. It looks to explore what might constitute the best delivery option for securing a service. The self assessment exercise will identify a recommended way forward. This will be an in-house option plus typically up to 2 other service delivery model options.

Chapter three

Stage 4 - Scope

For some reviews, it may be clear after completing the baseline assessment where the future direction of the service lies; in others, it may be more difficult. Scoping is a critical part of the process, getting this wrong could mean that the review will not focus on the right things or deliver the right outcomes.

Having established the baseline information, assessed the performance monitoring and benchmarking information the Project Board should have a much clearer understanding of what we are reviewing and why. The base information will list everything that could be included, and will provide a basis for prioritising those that are of highest importance for the review and where there is the potential to bring the greatest benefits and savings. The Project Board should assess which service elements should be included within the scope of the review from the key issues identified.

At this point, with the involvement of the lead Cabinet member for the service, the Project Board must finalise the Project Brief considering the potential options and outcomes for example:

- What are the key issues for the review and key questions which need to be answered?
- What are the reasons for selecting the areas to be part of the review and why are others excluded?
- Which aspects or key functions contribute to achieving the aims and objectives?
- What parts of the service or functions have already been subject to review?
- What do we want to happen because of the review (for example outcomes of the review)?
- What is the appropriate course for the review? For larger reviews, this may include sub-groups considering specific issues or service areas
- What further evidence may be required through consultation?
- Who are the key stakeholders and partners – what do different stakeholders expect of the service review?
- What is the communication plan and briefing of employees?
- Who, what and when will be planned?
- Are there any cross over's or synergies with other services?

The final draft of the Project Brief should be submitted to the appropriate Scrutiny Committee, Trade Unions and stakeholders for comments before going to the Strategic Commissioning Board for approval.

Stage 5 – Consult
Scrutiny Committee(s) and Trade Unions

Once completed the Project Brief must be submitted to the appropriate Scrutiny Committee, Trade Unions and stakeholders for information.

It is crucial that the consultation elements of the service review are built into the Project Brief at the outset and the necessary time secured within the Scrutiny Committee forward programme and to enable other stakeholders and Trade Unions to diarise time.

The consult stage is where the findings and conclusions from the baseline assessment, performance monitoring and benchmarking are tested and any potential underlying causes are identified. The Scrutiny Committees have a valuable role to play in the Service Review programme by ensuring that the review process considers customer needs, and recommendations are the most logical outcome to deliver efficiencies and value for money.

The committee meeting provides an opportunity for councillors to ask questions and raise any issues relating to the review scope. This provides an early opportunity for input and involvement.

Once Scrutiny have reviewed the Project Brief, the Project Board may need to revisit Project Brief to ensure all activities included within the service review can be managed effectively.

Stakeholders (Staff and Service Users)

Consultation with key stakeholders is important because it tells us how people receive and perceive our services. The 'Establishing a Programme of Organisational Change for the City of Cardiff Council' report set out 10 key organisational principles, the first of which is "creating services with people". If we do not know what our customers want, how can we meet their needs? Consultation should be an on-going process that can feed in to a service review at anytime, however it is also essential to the service review process itself.

Some consultation with users of the service to gauge their level of satisfaction may already be undertaken; however, this may not be sufficient for the purpose of a service review. It is essential that we understand the expectations of customers and other stakeholders about the service or activity under review. When conducted robustly, consultation provides invaluable information on how well the service or activity is performing, and where it needs to improve. However, the important part of consultation is what use we make of it!

Questions we must ask:
"Is the level of service or activity, the customer is asking for, still reasonable"?

"Are we providing even more than is expected or wanted"?

As set out in the 'Establishing a Programme of Organisational Change for the City of Cardiff Council' report to Cabinet in May 2014 the budget position is very much the catalyst for considering different options for delivering the service, including service redesign and other service delivery models. As part of the service review process the review team must actively engage users by seeking their views on their service, whether it could be done differently,

start new opportunities or whether there are things which are done now which the Council could stop doing.

Use consultation to:
- identify ideas and proposals to improve service delivery;
- ensure the service is delivering to all sectors of the community;
- gather data to set and monitor quality and performance targets;
- ensure we deliver the service that the customer needs or uses.

Consultation can be costly and time consuming, and the review team should not embark upon any consultation without first planning it carefully. Before any consultation is commenced, you should discuss your proposals with the Council's research team and identify:
- What you want to know?
- Who are your important stakeholders and who are those hard to reach?
- What is already known from past consultation?
- Current consultation activity that you could use or tap into?
- If any partners should be involved?
- How you intend to feed back to those consulted?

The review team must consult with a representative sample of users, customers and others affected by the service for example elected Councillors, partners, contractors, other service teams, and those affected by Council decisions. For cross cutting reviews think carefully about who the appropriate groups are in the case of each area, service, or function.

The consultation should enable us to identify current levels of customer satisfaction and areas for improvement. In all circumstances, take care to ensure that the process is a fair and balanced one. The Council has adopted the **National Principles for Public Engagement** which are the culmination of a piece of work developed under the guidance of Participation Cymru's Advisory Panel and were endorsed by the Welsh Government in March 2011. They aim to offer a consistent approach and good standard for public engagement across Wales.

Chapter four

Stage 6 - Report

This stage is where the service review team produce a report and action plan, utilising the Final Report Template (**appendix 4**) to ensure that there is a consistent format and approach across service reviews. The Report should set out in a clear and logical manner the key elements of the review, the key findings and the recommendations for improvement and change. The report should be no longer than 30 pages.

It is important that rigorous internal challenge is demonstrated throughout the process. It will be essential for the service review team (and Project Board) to attend a challenge session with the Strategic Commissioning Board once the draft report and action plan are completed. The Strategic Commissioning Programme SRO may decide upon additional key stakeholders or senior officers to attend the session that will provide relevant challenge.

The Strategic Commissioning Board approval is required before the draft report and action plan are released to report to the Challenge Stage

Stage 7 - Challenge

Challenge is essential to any service review and challenge opportunities have been built into most stages of the service review. Using the evidence gathered from the earlier stages, we can now ask the fundamental question:

"Is the service needed and if so how should we provide it"?

Challenge is the aspect that typically service review teams find most difficult, the main barriers being setting aside the status quo and thinking creatively about what might be possible. In addition, it can be uncomfortable for some employees when faced with the possibility of change.

Whilst the past may teach us certain lessons, challenge is about looking forward to meet budget projections, the changing needs of our customers and consider how these future demands can be met and by whom. In order to challenge, we must consider the following:
- Do we need the service?
- Why are we involved and why do we provide the service in this way (at this level, cost, location, frequency, and people)?
- Can anyone else provide the service to meet the needs of the customer?
- How should we provide the service and can we reduce costs by merging services?
- If we are to be involved, how can we provide the service in a more effective, efficient and economic way?
- Is there an opportunity to reduce the Council's risk

These are just a few questions to ask – it is important to keep on asking questions and not just accept things the way they are. Unacceptable responses to challenge are:

- it is a statutory duty (just because we have to provide a particular service does not mean we have to provide it in a specific way);
- we have just gone out to tender;
- councillors refuse to cut the service;
- we do not have any complaints;
- they do not understand what we do;
- it is how we have always done it.

Some suggestions to help challenge:
- use external views to give objectivity, from other departments, authorities or organisations;
- always look at the service from the customer's perspective;
- consider a customer's journey across the council or theme rather than service based – this can provide a new insight, identify links, and provide a better understanding of the customer's view.

It is important that all internal and external stakeholders are provided with the opportunity to challenge the draft report and action plan, this can be written response and/or through a specific challenge session. The groups who should be invited to challenge the draft report and action plan are councillors, service teams, frontline staff, customers, partners, Trade Unions and potential alternative service providers.

The report and action plan will be taken to the relevant scrutiny committee. In addition service review challenge sessions should be held.

Service Review challenge sessions
This provides an opportunity for the review team and Project Board to present data, findings and put issues forward to individuals who have not been directly involved in the process. The challenge session will be specifically to:
- determine whether the service review has considered all the stages of the service review process and have been effectively carried out;
- identify issues in the review that will require further development or research;
- make some suggestions for service improvement.

The duration of the session is likely to be held over a half-day period, this will vary for each review based on the scope and scale. It may also be necessary to hold additional sessions where further investigation has been required as part of the challenge process.

It is important that the key issues emerging from the challenge process are set out in a report together with the review team / Project Board response.

Chapter five

Stage 8 - Approve
Moderation and approvals

Following the challenge stage, it will be necessary for the service review team to produce a final report summarising the key issues from the review, together with a proposed action plan for implementation.

Moderation

Once the Project Board is content with the final report it will be sent to the Strategic Commissioning Board who will assess whether the review has adhered to the Service Review framework, is robust and whether it reflects the objectives as outlined in the scope. Reports may be referred back to the Project Board for further work if found not to meet the framework.

Equality Impact Assessment (EIA)

EIA is basically a way of looking at what we do as a Council to ensure our initiatives do not discriminate against people. If as a result of the Service Review there are going to be recommendations around reducing, terminating or significantly changing any Council service, policy, function, strategy or project, you will need to consider the potential impact on all groups and individuals covered by anti-discrimination legislation. The trigger points for screening for an EIA are when you are:

- planning a new initiative (i.e. service, policy, strategy, function, procedure, project)
- making any moderate or significant changes to an initiative (including relocation)
- planning to reduce or close a service / initiative (including as a result of budget changes)

Where the review includes recommendations that would result in a change in policy or service delivery an equality impact assessment **must** be completed. It is also a statutory duty upon the Council to ensure that any policy decision made promotes equality and does not discriminate against any individual or group of individuals.

Click here to view Equality Impact Assessment Guidance Notes.

Approval

The Strategic Commissioning Board will meet members of the review team (as appropriate) and Project Board to discuss their report and conclusions of the review.

At this stage, it may be necessary to seek further clarification and provide additional challenge. The Strategic Commissioning Board will make a decision as to which service improvements can be progressed and savings are to be delivered. Once approved the report should go to the appropriate Scrutiny Committee for final review, further challenge or comment as necessary.

For reviews that affect service delivery or a change to existing policies then or recommend that a service model options appraisal is undertaken then a summary report and appropriate action plan **will need to go to the Cabinet for final approval**.

Stage 9 – Implementation of action plan
Action plan

The action plan is a key supporting document to the final report identifying service improvements and savings opportunities and the actions to be taken to ensure delivery. This will become the working document for implementation. This must consider all actions required to achieve a specific objective or outcome over a given period.

A draft action plan must be included with the final report identifying not only what, but who will be responsible for each action together with completion dates. It is therefore important to prioritise the actions proposed according to their impact and importance.

An action plan template is included in **appendix 5**.

Summary

The guidance outlined in this toolkit is not exhaustive as the detailed work carried out during the review is for the review team to determine. Much of this will only become clear once the baseline assessment and benchmarking is completed, and when considering options for the future of the service.

All service reviews need to take in to account the principle of providing value for money and the need to deliver savings. Whether a full service review or a particular element is undertaken, it is important to consider the impact on employees and all risks associated with any possible changes.

We will update, review and add to this toolkit and related appendices or guides. This will ensure that we continually improve the service review framework and ensure we are aligned with best practice.

If you have comments or suggestions around how the Toolkit can be improved then please contact procurement@cardiff.co.uk