

FULL SERVICE REVIEWS

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Summary:

This report outlines the approach to full service reviews.

Recommendation: That the Resource Planning Working Group consider and agree the approach to service reviews.

1. BACKGROUND

- 1.1 Like all local authorities, Copeland Borough Council was presented with significant budget reductions in CSR10. In order to deliver a balanced budget the Council is required to deliver ongoing savings of approximately £1.8m for 2011/12, £1.5m for 2012/13, £0.7m for 2013/14 and £0.6m for 2014/15.
- 1.2 During 2010/11 senior managers carried out self assessment service reviews where they identified how they would deliver financial savings targets they had been set. In addition, more in-depth operational service reviews were carried out by a dedicated internal team on Human Resources, Performance Improvement, Communications, Legal and Democratic Services, Leisure and Environmental Service Admin.
- 1.3 To contribute to the financial savings it is proposed to run a further round of in-depth service reviews. The approach is detailed in section 2.

2. DETAIL

Full Service Review programme

- 2.1 The operational service reviews carried out in 2010/11 were mainly directed at internal services. It is proposed that this new full service review programme initially concentrates on services with larger budgets that have not had an operational service review carried out in 2010/11. The first two tranches would include:
 - Tranche 1 (reviewed Sept 11 – Nov 11): Open Spaces, Waste, Housing
 - Tranche 2 (reviewed Dec 11 – Feb 12): Arts/Beacon/Tourism, Sport & Health, ICT
- 2.2 Future tranches will be planned once the first tranche has been completed and any learning has been taken onboard from the experience.

Service Review methodology

2.3 One to one meetings will take place with staff from the relevant team to give them an opportunity to suggest how the service could be run more effectively / efficiently. In large teams, such as Waste Services, this will be done with a selection of staff.

2.4 The review will involve reviewing the service against the following evaluation criteria (additional criteria may be added):

Evaluation Criteria	Questions to be addressed
Rationale	Why do we provide the service?
	Are the stated service objectives valid, clear and challenging?
	Are the service objectives compatible with the Sustainable Community Strategy and Council Plan?
	Is there an effective Service Plan in place?
Efficiency	What are the service outputs and are the targets and timescales met?
	What are the cash costs of outputs?
	Are there complaints about the outputs and what are the levels of customer satisfaction?
	Are management structures and resources allocated appropriate to achieve outputs?
	What arrangements are in place to manage budgets and how effective are these?
	What efficiency gains have been made by the service over the last three years?
	What evidence is there of new systems or innovative practice introduced which have improved efficiency?
	What contractors are employed to deliver services and how is their performance specified and monitored?
Economy	How does the service ensure best prices are achieved for goods & services?
	Is there any evidence of waste or inefficient practice?
	Is there a clear understanding of staff resource costs/inputs into service provision?
Effectiveness	How well are the service objectives achieved?
	Is there a performance gap?
	How satisfied are the customers with the service provided?
	What types of demand do customers make of the service? Do we get customer demand as a result of us not getting it right?
	Have alternative methods of service provision been robustly considered?
	How does senior management assess service effectiveness?

2.5 When evaluating the rationale, individual services provided by the service team will be reviewed along with the impact of stopping or reducing the level of service.

2.6 Additional capacity and expertise will be brought in to provide strategic support to the service reviews. This will cost an estimated £6,800 per review, based on 21 days support, seven days of which will be at the Copeland offices.

2.7 The review will involve an initial desktop review of relevant strategies, performance and budget information followed by discussions with the relevant manager and staff.

Output of the Service Reviews

2.8 The findings and recommendations from the Full Service Reviews will be reported back to RPWG. The reports will;

2.9 Have a strong focus on achievement of financial savings whilst also considering service improvements;

2.10 Provide short, medium and long term recommendations in order to meet immediate budget requirements and deliver long term service improvements;

2.11 Support the development of the future Council operating model (how services are delivered in the future), by comparing opportunities / benefits of the available service delivery options i.e. keep in-house, share/outsourced, sell, stop.

Governance Arrangements

2.12 The Corporate Director of Resources and Transformation will take on the role of Senior Responsible Owner.

2.13 RPWG will receive monthly updates against the timetable.

2.14 Service Reviews are within the Council Plan and so will have quarterly highlight reports created and issues escalated to Executive.

CORPORATE PLAN

The Service Review Programme is identified as a project within the Council Implementation Plan for 2011/12.

CONCLUSION

The Resource Planning Working Group is asked to consider and agree this report.

Consultation:

Corporate Leadership Team

List of Appendices :

None