

## **NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL.**

### **SERVICE REVIEW MANUAL.**

#### **CROSS-CUTTING SERVICE REVIEWS.**

A review of a cross-cutting theme is one which involves **a variety of different Council services** and can impact upon external community agencies.

There are four cross-cutting service reviews, which will focus on the following issues.

- Crime and Disorder
- Engaging the Public
- Community Regeneration
- Local Agenda 21

As with all other service reviews, a team will be established to complete each review. Officers and Members will have responsibility for completing the review in accordance with the following guidance.

#### **THE REVIEW TEAM.**

The Review Team should be led by the Director responsible for the majority of the area covered by the review. Accordingly, these will be

Crime and Disorder	-	Director of Community Welfare
Engaging the Public	-	Chief Executive
Community Regeneration	-	Director of Development & Regeneration
Local Agenda 21	-	Director of Development & Regeneration

The Director / Team Leader will be responsible for selecting the other members of the Team who should possess the necessary knowledge, expertise and experience. The nature of a cross-cutting review will probably entail a larger number of team members, than for other service reviews. However, not all team members will be permanent and many will be co-opted onto the team as specifically required.

The selection of an Independent Assessor (to be approved by Management Team) is important to the success of the review. The Independent Assessor is a member of the Service Review Team. **However, the approval of the Independent Assessor is required at every stage, prior to reporting to Management Team.**

Ideally, the Independent Assessor should possess the following qualities: -

- An acknowledged expert in the service area(s) being reviewed.
- Someone with limited contact or involvement with the service(s) as currently provided by this Authority (since mutual benefits should be obtainable across all Local Authorities, it is not envisaged that any payments would be required).
- Someone of high enough calibre to offer sufficient challenge
- Someone capable of lateral and innovative thinking.

Relevant external agencies should be invited to contribute towards the review.

The Review Team will consist of Officers and Members operating in a workshop manner and will have contact with the Management Team at regular intervals throughout the process. The Management Structure of a cross-cutting review illustrates the level and frequency of this contact.

### **REVIEW TEAM LEADER - KEY TASKS**

To chair and facilitate meetings of the Service Review Team.

To liaise with the lead inspector (see scope).

To achieve a commitment at all levels to the delivery of a Best Value Improvement Plan.

To present the work of the Review Team to the Management Team as required.

To ensure that the Review Team works through the review guidance using both the framework for data collection and evaluation for each service area and generates the required information to form a view of: -

1. The strategic purpose, outcomes and objectives of the service area.
2. Public perception of the service area.
3. Performance and efficiency of the service area.
4. The challenges and key issues facing the service area.

And in addition

5. To establish a timetable for achieving the project plan.
6. To ensure that the deadlines for the production of reports are met.
7. To undertake liaison with the senior management of divisions to ensure that information and research work required by the team is delivered by divisions and that a consensus is achieved between divisions wherever necessary.
8. To undertake liaison with any external agency who could assist with the content of the review.
9. To provide leadership to and facilitate the work of the Review Team as required.
10. To ensure effective and fair delegation of tasks within the Review Team.
11. Where required, to regularly brief the relevant trade union representatives on the progress of the Review Team.
12. The appointment of an Independent Assessor, subject to confirmation of selection by the Management Team.

## **REVIEW TEAM DEPUTY - KEY TASKS**

1. Complete the questions from the guidance based on information received.
2. Liaise with regard to completion of the service review and the adequacy of information supplied.
3. Ensure that divisions supply the information requested by the Review Team.
4. Analyse the information supplied in liaison with the staff providing it; in order to advise the Review Team and the Review Team Leader on the interpretation of data.
5. Liaise and progress chase with staff performing delegated tasks for the Review Team.
6. Report any problems, disputes or time tabling difficulties to the Review Team Leader for resolution.
7. Take a note of the proceedings and any decisions made by the Review Team.

## **THE PROCESS OF THE REVIEW.**

The process of the review has been divided into five stages, and these are individually described below.

### Stage 1 – Project Planning.

For each review of a cross-cutting issue, a Review Team is appointed. The Review Team should initially construct a project plan detailing the working arrangements to be followed, which includes the following elements:

- Define the scope of the cross-cutting review. Involve inspector in scope through team leader.
- Identify all areas of Council operation involved in the cross-cutting review.
- Identify and inform all employees affected by the review.
- Identify and make contact with all external agencies involved in the review.
- Set commencement and completion dates for the review.
- Produce and resource plan for the review for approval.

***The project plan and reporting arrangements will now be reviewed by the Management Team and any comments thereon reported back to the Review Team.***

## Stage 2 – Data Collection.

The Cross-cutting Review Team should now engage in the following data collection exercises to enable a thorough understanding of the theme under review:

- The justification (statutory / non-statutory) for involvement in the issue.
- Major reasons, purpose and objectives.
- Method of individual services delivery.
- Key links with other functions / support services of the authority.
- Current service delivery plans.
- Identify customers.
- Customer awareness.
- Audit of existing consultation.
- Existing performance measurement methods.
- Existing financial information, including possibility for generation of income.
- Undertake a sustainability audit.
- Whether any other organisations or bodies provide a similar service or elements of the service.

This analysis stage is particularly useful in a cross-cutting review. The contribution of the individual service areas to the theme will need to be understood before the current information can be fully evaluated.

The result of these data collection exercises will form the basis of an assessment and evaluation of the service areas as currently provided. ***This position will now be reviewed by the Management Team and any comments reported back to the Review Team.***

## Stage 3 – Service Evaluation.

This stage concentrates on the reasons for the existence of the service and demand for it from our customers. The following questions require to be considered:

- What is our current contribution towards raising awareness of the cross-cutting issue being reviewed?
- Is there any measurement of our current contribution and how does it compare to the contribution of others?
- What is the public expectation of our contribution?
- What is the public perception of our current contribution?
- Whether there is potentially any alternative means of provision.

The conclusions of this stage should concentrate on the desirability of the service. ***The conclusions and recommendations on requirements for the service will be strategically reviewed by the Management Team and any observations reported back to the Review Team.***

#### Stage 4 – Future Service Requirements.

The focus of stage 4 is to specify the future requirements of the service and the assessment of options for future delivery. The Service Review Team should address the following issues and conclude with an outline action plan:

- Definition of major areas for service improvement and development.
- Determine required changes in the services which contribute to the cross-cutting theme.
- Establish future service delivery standards.
- Determine targets and methods of performance measurement.
- Undertake a gap analysis.
- Evaluate feasibility of options.
- Financial implications.
- Is the service sustainable?

The outline action plan will now be reviewed by Management Team, and any comments thereon reported back to the Review Team.

#### Stage 5 – Options For Future Provider Of The Service.

The final stage should concentrate on the best method of providing the services, which comprise the cross-cutting review. The Review Team should consider the most suitable methods of achieving the goal.

An improvement plan should be produced, which sets out the mechanisms for achieving the objective, in consultation with partners and external agencies.

***The final report from the Review Team will be, strategically reviewed by the Management Team. This report should outline conclusions, recommendations and an action plan for the future delivery of the service. Any comments of Management Team will be reported back to the Review Team.***

The Review Team, once satisfied with the review and report, will recommend approval of the report and action plan to the Executive Board.

## THE MANAGEMENT STRUCTURE OF A CROSS-CUTTING REVIEW

