



**Shaping  
our Future  
Through Deep Dive  
Reviews of  
Services**



**Economy and  
Infrastructure**



**Fire and  
Rescue  
Service**



**People**



**Corporate,  
Customer and  
Community**



**Serving the people of Cumbria**

**Deep Dive Service Review Methodology  
May 2018**

# Service Review Methodology and Toolkit

## Context and Introduction

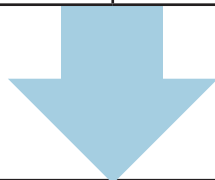
This document is designed as a toolkit to support the Council wide programme of service reviews, providing a consistent yet appropriately flexible approach. Every review should have embedded within it the Council's outcomes, core principles and new ways of working as outlined in the Council Plan.

Each section contains a number of prompts to allow the review team to ensure a fundamental understanding and review of the service. The document is not intended to be prescriptive to answer all of the questions where they are not relevant to the service, however, is designed to assist a thorough evidence based approach. Prompts are numbered purely for reference purposes and are not in priority order.

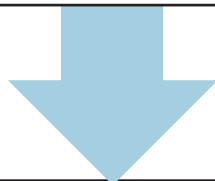
| Context and Scope |                   |                      |
|-------------------|-------------------|----------------------|
| Review Boundaries | Aims and Outcomes | Budget and Resources |



| Understanding                 |          |        |                           |
|-------------------------------|----------|--------|---------------------------|
| Service Activity and Delivery | Staffing | Budget | Benchmarking and Research |



| Options                  |                       |                          |
|--------------------------|-----------------------|--------------------------|
| Future Service Provision | Maximising efficiency | Alternate service models |



| Recommendation and Implementation |                |                           |
|-----------------------------------|----------------|---------------------------|
| Summary of review                 | Recommendation | Implementation & Delivery |



## Review Boundaries

The review must take account of change activity already underway or planned that will impact on the service (e.g. existing service reviews, implementation of customer strategy, technological change). It should not be constrained by service boundaries, and should consider whether it would be appropriate to include/reference other council or partner services where there are key dependencies/interactions and a shared customer base. Also consider whether there are processes and systems that are key to your service delivery that are corporate or cut across other services that should be incorporated in the review?

1. What are the **main activities** included within the review? What is 'in-scope'?
2. What is out of scope? What is potentially related?
3. What are the agreed timescales and key milestones for each phase of the review?

## Aims and Outcomes

4. What is the service trying to achieve? What are the **main outcomes**?
5. Who are the main beneficiaries from the service? Who are the **customers, stakeholders and partners**?

## Budget and Resources

6. What is the overall budget?
7. How many staff are involved?
8. What parts of the service are commissioned / contracted?
9. What other key resources are used? Does this include ICT, Property or data resources?
10. What changes / savings have recently been delivered? What is planned?
11. What are the early indications of the scope for further efficiencies / savings?

## Project Management

12. What resources are required to complete the review?

Each service review will be sponsored by the relevant Corporate Director with the review team selected to progress the detail comprising from a minimum of:

- Review Team Lead - relevant Assistant Director / Service Manager
- Transformation Team – overseen by AD Transformation
- Service specialism – appropriate Service Manager
- People Management advisor
- Finance Officer

Other Service Managers and staff may be co-opted into the review team as and when appropriate as requested by the Review Team Lead.

External challenge may be brought in, if it is deemed it will add value.

### Required Output:

At the end of week 1 of the deep dive service review – senior managers to provide outline scope



## Service Activity and Delivery

13. Who are the service's main **customers** / segments? What is the assessment of need? What are customer perceptions of the service? Can the customer journey be improved/ streamlined?
14. Who are the main **stakeholders** in the service? What level of interest / influence do they have and what is their appetite for change?
15. Are there other services within the council or partner organisations with whom your service has a shared customer base, similar staff roles, or strong interdependencies? Are there opportunities for greater collaboration?
16. What are the key activities of the service? What are the volumes over time? Are services prioritised/allocated on the basis of need?
17. What have been the recent changes and what is planned or expected?
18. How is the service delivered? What is 'front-line' and what is 'back-office'?
19. What is statutory and what is non-statutory?
20. What activity already reduces demand? Are there opportunities to invest in or redesign services to further reduce demand?
21. Do all parts of the service clearly contribute to the Council's outcomes and priorities?
22. What assets (buildings, vehicles, equipment) does the service utilise?
23. Does the service delivery differ according to different areas of the County? Are there opportunities to develop locality working to reduce demand and support prevention/early intervention
24. What technology does the service currently use? How could it be developed to support customer self-service, and/or to streamline processes?
25. What are the business processes that could be improved to deliver greater efficiency?

## Budget

26. How much of the budget relates to staffing costs? How much is non-staffing?
27. What level of income does the service generate? Can this be increased?
28. Does the service currently underspend or overspend in any areas?
29. What is the cost per customer/per transaction to deliver the service? Can these be reduced?
30. Is any of the budget funded by capital, tied up in contracts / ring-fenced under specific grant conditions?
31. What savings have recently been delivered and what are planned?

## Staffing

32. What is the headcount and FTE? How does it breakdown in terms of main roles?
33. Understanding the Staff Profile and outline existing 'as-is' structure chart
  - Are there any vacant posts?
  - Are there any staff externally funded?
  - Is the service utilising any external resource e.g. consultancy?
34. What are the staffing to customer ratios?
35. Do the structures conform to the Council structure principles? Layers, ratios, etc
36. Do staff have the appropriate skills? Is there any cross-over between services?
37. Are there any workforce development and training needs?

## Benchmarking and Research

38. What is the **current performance**?
39. How does the service compare on: cost, resources, quality and outcomes?
40. What are the “best in class” doing? What **best practice** can we learn from?
41. What other delivery models are being used elsewhere? Including other similar areas of the council.

### Required Output:

Presentation to CMT



## Future Service Provision

Utilising the learning from the ‘scoping’ and ‘understanding’ stages, a full options appraisal is required that takes an evidence based approach and applies the knowledge to consider the most appropriate solutions.

The options should look at all areas possible to maximise efficiency of the service and also alternative service models (including collaboration with others). The options should be consistent with the Council's Outcomes, Core Principles and Ways of Working, as outlined in the Council Plan.

## Maximising Efficiency

42. More streamlined processes (and Process Re-engineering);
43. Streamlined delivery, with fewer contacts and hand-offs;
44. Reduction or removal of any “non-value added” activity;
45. Reduced duplication;
46. Alignment of similar functions and merging within and across teams where appropriate;
47. Maximise the digital and technology opportunities in line with our Digital Strategy;
48. Improved workflow in line with the principles of the emerging Customer Strategy;
49. Researching what others do to assess potential benefits for Cumbria;
50. ‘Invest to save’ initiatives and a strong business case approach.

## Alternative Service Models

51. Maximising income through a more commercial approach;
52. Developing services that support early intervention and prevention and reduce future demand
53. Opportunities to deliver on an area basis in line with Area Planning;
54. Working collaboratively with external partners to deliver the service in a different way;
55. Revised service models that respond to need in a different way;
56. Options for the future of services that are no longer in line with priorities of the council nor in line with customer need.

### Required Output:

PowerPoint presentation to DMT, CMT and Cabinet briefing at next appropriate briefing



## Summary of review activity

57. Scoping – headline information, service aims and outcomes
58. Understanding – detailed knowledge of the service, its strengths and areas for development
59. Wider challenge to check activity does not negatively impact on other services
60. Options – full appraisal of key options, their value, risks and benefits
61. Check no double counting

## Recommendation

62. Aim to include a range of options and reasons for recommendation
63. Available savings and clarity of where the budget will be reduced
64. Impact of savings – assessment of knock on implications elsewhere
65. Reasons for recommendation
66. Risk Management assessment

## Implementation Plan

67. People Management implications (include TU engagement and consultation as required)
68. Contractual implications
69. Delivery plan method (phased roll-out / big bang?) and timescales
70. Support required to implement the changes
71. Benefits realisation – savings clarity agreed between service and finance teams
72. Consultation with staff, customers and wider stakeholders required

## Decision

73. Chosen model of delivery
74. Timescales for implementation and review
75. Clarify governance framework for decision making and implementation

## Project Reflection and Learning

76. In reviewing the service, what went well, what could be improved?
77. What lessons can be learnt to pass to future review teams?

### Required Output:

Formal report with full change proposals and options for decision through DMT, CMT, Cabinet Briefing and Trade Unions