

SERVICE REDESIGN: DELIVERY AND OUTLINE GUIDANCE

Governance

- All projects overseen by Budget and Strategy Board and CMT.
- Reports to Policy and Resources Committee
- Lead Chief Officer for each Theme, assigned by Chief Executive
- Project Team for each Theme, chaired by Head of Service and including: service managers, accountancy, HR, other members of CMT as appropriate. Administrative support should also be identified from within the lead Department or Service.

Stage 1: Scoping

Process agreed by Budget and Strategy Board

Scoping Report: Drafted by Chief Officer to detail:

- Services to be included
- Policy Objectives
- Existing or potential links with other services
- Service costs
- Employees
- Risks
- Stakeholders, including Trade Unions
- Suppliers
- Consultation
- Communication
- Timing of Implementation
- Baseline data

To be considered and approved by CMT

To be submitted to MOWGs (as appropriate), Service Committees and Budget and Strategy Board. Ideally the Budget and Strategy Board should meet at the start of the series, with any complementary reports submitted to Service Committees.

Stage 2: Data Collection and analysis

- Stakeholder consultation
- Expenditure analysis
- Income analysis
- Outcomes
- Benchmarking
- Baseline data

Report progress and analysis to Budget Board

Stage 3: Identifying Options

- Project Team, CMT and stakeholder workshops
- Shortlisting of options and initial IIA by Project Team
- Options to be agreed by CMT
- Shortlisted options and evaluation criteria agreed by Service Committees/Budget Board

Stage 4: Evaluation of Options

Evaluation of options against criteria at political level:

- IIA of preferred option
- Stakeholder Consultation
- Implementation plan developed
- Consideration by MOWGs/ Service Committees
- Preferred option and plan agreed by Budget Board and Comhairle

Stage 5: Implementation

- Led by Chief Officer
- Monitored and reported through CMT, MOWGs, Service Committees and Budget and Strategy Board

Stage 6: Lessons Learned

- Following each project, a lessons learned Report to be submitted to CMT to aid organisational learning.
- If appropriate, this Report should be presented to Budget and Strategy Board or relevant committee

NOTES

Budget and Strategy Board

The Budget and Strategy Board will be advised at each meeting of the progress of the Service Redesign process, and the likelihood of it identifying efficiencies or any required savings.

Community Engagement

There is guidance available through the Community Engagement Strategy.

The Community Engagement Team will advise and support all community engagement events.

Communications

The Communications Team will advise on all public-facing communication.