Rapid Scrutiny of the Councils Change Programme

Background
Shropshire Council, as with all Local Authorities in England, is facing unprecedented reductions in funding and the on-going demand for services for the future. Savings of £80 million over the three years of 2014/15 to 2017/18 have been identified, and the Council has developed its Business Plan that sets out what it wants to do to meet this challenge.

The emphasis of the Business Plan is on redesigning and reinventing how the council meets need, and manages demand for services. The programme of change offers Overview and Scrutiny members with the opportunity to get involved in how the Council is changing and to be able to understand and contribute to this important work, and that the change is progressing how the Council will move to be an effective Commissioner who has outcomes/services provided that it specifies.

Scope
- Overview and Scrutiny Members to be actively involved in key stages of the Councils different change work-streams
- Providing challenge at the time of change
- Ensuring that changes will deliver the Council Outcomes
- Offers a new model for scrutiny to operate within the rapidly changing Council
- Ensuring that the council is changing in the way that it has said it wants to

Approach
Planning the work
- The Scrutiny Chairs and the appropriate Director(s) identify areas of focus
- The Scrutiny Chairs, with input from the Leader and Chief Executive, coordinate and prioritise the plan to ensure maximum value is added and duplication avoided:
  - Set out the time and topic scope of the Overview and Scrutiny Activity [each piece of rapid scrutiny would be c4 weeks in length]
  - Confirm the appropriate Scrutiny Committee for any feedback of observations, recommendations or alternative suggestions
  - Set the when the topic activity will be undertaken, linking with the Councils programme of change
  - Identify and confirm opportunities for co-option of experts from outside the Council

Carrying out the work
- Not more than 8 Rapid Scrutiny Groups underway at the same time [taking account of elected member capacity and change activity]
- Small cross party groups of 3 to 4 Overview and Scrutiny members with an agreed lead member
- Located and working with the appropriate change teams on all or part of the change journey
- Members, arrange, carry out and complete activities to deliver an agreed scope [the work is led and delivered by the Members]
- Report back to the appropriate Scrutiny Committee which would be asked to make recommendations or share the findings with Cabinet and/or Council. [This can be a full report or verbal feedback – but must be evidence based]
- The work will be robustly underpinned by intelligence – with all observations and recommendations being evidence based
- Deliver complimentary activity that directly informs or challenges and shapes the change
- Provide evidence to challenge current or planned activity and identify and propose appropriate alternatives for consideration
- Identify and explore issues with appropriate witnesses

Members involved in this work will need to be clear with any officers, providers etc that they are undertaking their Overview and Scrutiny role when they speak with them.

Redesign Stage	Types of Activity	How Members might want to be involved
Research	• Engagement with services and customers • Desk top research • Data analysis • End to end service mapping • Customer Journey mapping • Identifying specific areas of focus (locality/issues)	
Decision 1	• What has been found? • Based on what has been found - do people want change? • What needs to change/be done differently? • Is there a specific locality where work should be started? • What are the purpose and outcomes of the prototype? • Who should be involved in the operational prototyping team? • What resources are required, where will they work be based?	
Prototyping	• Co-design the solution to be prototyped • Defining the right measures to demonstrate faster, cheaper, better, together • Implementing the prototype – learning, flexing, engaging, and gathering the evidence	
Decision 2	• Learning from the prototype • Evidence of the impact and the key next steps • What are the preferred options – expand, do more prototyping, stop and share learning • What is required to implement the preferred option? • Where would the preferred option be implemented?	
Normalisation/expansion of Prototype	•	