

## Service Reviews Overview

The oneSource 'Transition to Trading' outline business case highlighted the need to undertake a service by service review for all of oneSource. The report did not go into detail of the *level* of service that needed to be reviewed, which has now been determined by the oneSource Management Team.

For example, as part of the pilot service reviews, fleet management or fleet services were not included in the assessment of the Passenger Transport Service.

### So what does a service review entail?

A service review is essentially an options appraisal for the Target Operating Model of each of our services and provides an assessment of the capability and capacity to deliver the service in the future. The reviews seek to identify whether the TOM:

- meets the oneSource and Partner Councils' objectives
- demonstrates value for money
- is commercially viable, financially affordable and achievable

The review covers eight key areas:

Area	Considers
Service Strategy	<ul style="list-style-type: none"> <li>• drivers for providing the service</li> <li>• if the service is statutory or discretionary</li> <li>• the legal framework and restrictions to what we provide and provides an overview of the delivery model</li> </ul>
Processes	<ul style="list-style-type: none"> <li>• the key processes at a high level and the interactions with customers, providers and other services (oneSource and non oneSource)</li> <li>• how processes can be driven to be more efficient and improve the customer journey / experience</li> </ul>
Organisation	<ul style="list-style-type: none"> <li>• services' structure, capacity and workforce analysis</li> <li>• how other councils provide the service</li> </ul>
Performance	<ul style="list-style-type: none"> <li>• current performance standards</li> <li>• drivers to improve performance</li> <li>• risk of non delivery</li> </ul>
Customer	<ul style="list-style-type: none"> <li>• customer satisfaction and feedback measurement</li> <li>• methods to reduce demand for the service and shift further to a self service model</li> <li>• review customer access points</li> </ul>
Financial Performance	<ul style="list-style-type: none"> <li>• unit activity costs</li> <li>• financial position of the service</li> <li>• costs per customer</li> <li>• cost drivers</li> </ul>

	<ul style="list-style-type: none"> <li>split of fixed and variable costs</li> </ul>
External Benchmarking	<ul style="list-style-type: none"> <li>benchmarking against competitors on cost, performance and customer satisfaction</li> <li>best practice that we could adopt</li> </ul>
Market	<ul style="list-style-type: none"> <li>market size and growth analysis</li> <li>competitor analysis</li> <li>key opportunities</li> </ul>

## When will the service reviews be completed?

The reviews are scheduled to be completed in four phases; a copy of the schedule can be found [here](#).

Phase	Completion
1	March 2018
2	September 2018
3	December 2018
4	April 2019

## Who is responsible for completing the service reviews?

The reviews form part of the 'Finance Transformation' workstream of the oneSource Integrated Programme Plan which can be found [here](#), and their completion is the responsibility of the relevant oneSource Director.

To date we have taken two approaches for the service reviews:

- Passenger Transport Services, Health and Safety and Enforcement Services have been completed and lead by [Red Quadrant](#) in partnership with the relevant oneSource Directors, service managers, other members of service and Finance.
- The Payroll Service review has been completed and lead by an internal group of staff from across oneSource with the team reporting to the relevant oneSource Director, with support from RedQuadrant.

The final approach is yet to be determined but will be confirmed in March 2018 once the pilots have been concluded and the best approach identified.

## Is external support available for service reviews?

We recognise that in some cases we shall require external support to complete the service reviews given the specialist nature of some our services; therefore funding is being requested from the three Partner Councils. Though this will provide a contingency for external support, the reviews will be owned and managed by the relevant oneSource

Director. In addition to Red Quadrant, we are being supported by [Kennedy Cater](#) to support a review of what Legal Services needs to put in place to operate on a trading basis.

## Who reviews the service reviews?

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Once services are reviewed, they will go through the following governance steps:

1	An internal review and peer challenge from the oneSource Management Team
2	Review, consideration and principle agreement by the oneSource Shadow Commissioning Board
3	Agreement by the oneSource Joint Committee
4	If the review is proposed to impact on oneSource Partnership Ltd., agreement by the oneSource Partnership Ltd. Board.