

Solace/IS Transformation Work

Workstream 2 Project: Statutory Services

Chief Executive Sponsor:

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Purpose

The following paper is intended as a briefing paper for those who have volunteered to get involved in Solace/IS Transformation work and the project of **Statutory Services** which sits in workstream 2 which is the shorter term projects. The further reading section at the end of this document includes a slide deck which sets out the detail of each workstream.

The paper covers the following areas which will enable discussions at the project kick off meeting that is scheduled for **18 January 2024**. Furthermore, there are attachments at the end of the document for further insights to the work done to date.

- Background
- Project approach
- Discovery work
- Project kick off meeting
- Further reading

Background

Following the [Delivering a future for Scottish Local Authorities](#) think piece paper which proposes a new approach for the future operating model of Scottish local authorities, each of the anchors in the report have been assigned a Chief Executive sponsor from within the Chief Executive Working Group.

It is recognised that each anchor is not exclusive, and work will intersect therefore a significant role for the sponsor and colleagues supporting the work will be to identify and highlight interdependencies with anchor leads and refer to the Chief Executive Working Group when appropriate.

As set out in the Think Piece paper, the anchor **enable a functioning, trusted local and central government relationship** is focused on resetting the relationship between local government and central government in a way that plays to the strengths of both. With a culture of collaboration, rather than a growing sense of it being local OR central that could erode trust on both sides and ultimately decrease the impact of services delivered to citizens. Local authorities are well placed to both understand the local context and translate ambitious national aspiration into effective local action for communities.

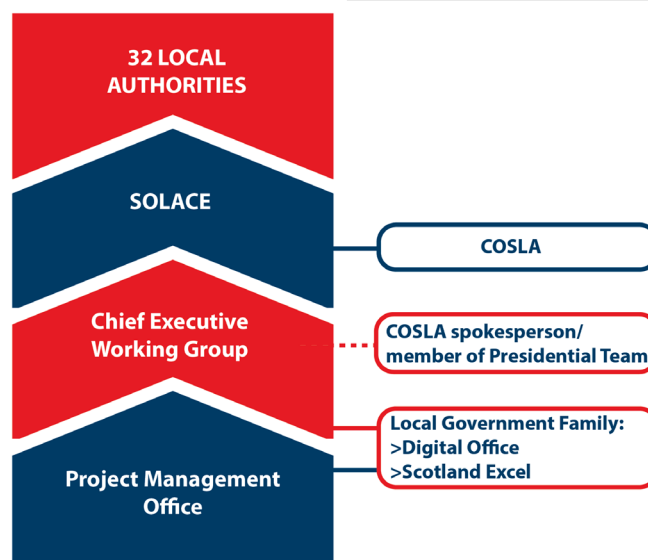
Project Approach

Project Scope

- Review all statutory duties of councils against the duties and obligations on Scottish Government and the full range of public bodies in order to identify opportunities for maximising the financial benefits from a “once for Scotland” model, “once for the region” model or “once for the place” model as well maximising opportunities to improve services.
- Complete an analysis of local government’s responsibilities, including the identification of specific statutory duties, discretionary services and the associated regulation and inspection frameworks.
- Develop a prototype showing proposals for the re-location of services between national and local level and where services could be community led at local level and effectiveness of delivery and provide sustainable front-line local services and better customer experiences.

Governance

As agreed at Solace on 28th April 2023, the governance from the work will be as follows. The anchor sponsor will be part of the Chief Executive Working Group and therefore will be able to feed in risks, issues, interdependencies, and update on progress made by the group.



Roles

Chief Executive Sponsor Role

- Provides leadership to the project, ensuring alignment with overall Solace/IS work.
- Identify strategic links and manage effective relationships between Scottish Government and the full range of public bodies.
- Will breakdown barriers and issues through either the Chief Executive Working Group or collective action of Solace.
- Responsible for the project delivery and benefits realisation.
- Encourages and motivates project team.
- Attends project meetings.

Project Director Role

- Leadership support to the Sponsor.
- Brings expert knowledge to the project area.
- Drives progress through the project team.
- Sets direction of project meetings.
- Attends project meetings.

Improvement Service PMO

- Manage and coordinate the collaborative projects in line with the strategic direction of the think piece.
- Ensure a consistent approach taken with those involved from project inception through to delivery.
- Initially provide evidence to support the decision making process around prioritising the service areas for inclusion in the work programmes.
- Wider ongoing support for the governance structures through monitoring progress and considering risk, issues and changes to the work.

- PMO will also seek to engage with council colleagues with expertise of working within a PMO environment to support the wider programmes of work, as well as with local government colleagues who are subject matter experts in the areas of work being developed.
- Ensure a co-design approach to designing services is implemented.

Volunteer Colleagues

- Work to foster collaboration and knowledge sharing across local government.
- Ensure open communication within the project team and across local government and wider.
- Will remove obstacles to the successful delivery of the projects under the anchor.
- Maintain the focus of the group on the agreed scope, outcomes, and benefits of the anchor in line with the Think Piece paper.
- Maintain regular communication with the group as required to action and progress work.
- Champion the work under the anchor and the wider Think Piece across local government and wider.
- Escalate risks, issues, and interdependencies as appropriate.
- Share knowledge and learning within the project team and across local government and wider.
- Identify local opportunities that could feed into the work.

Discovery Work

There has been initial discovery work undertaken to explore the work done to date on Council's statutory powers and duties as a local authority in Scotland, including work undertaken in Aberdeen City Council and Glasgow City Council. Understanding this work is vital to identify what opportunities there are for the re-location of services between national and local level and where services could be community led at local level.

More information on the work undertaken to date can be found under further reading.

Areas to consider for discussion at project kick off:

- What work has been done within your Council to identify statutory and discretionary services?
- Are you aware of any related work undertaken in Scottish Government or other public bodies?
- Are there any opportunities to tap into and build on this work?
- What considerations need to be made when deciding which services will be relocated?
- What associated regulation and inspection frameworks must be considered?
- How do we engage citizens in this work?
- Who are the subject matter experts?

Project Kick Off Meeting

Please come prepared for a participative meeting.

The **purpose** of the meeting is to:

- Bring together all volunteers who are willing to get involved in the project.
- Provide an overview of the project ambition and work done to date.
- Provide a space for building relationships amongst the project team.
- Understand what work locally is underway which may be relevant.
- Agree the direction of travel for the project team.

Expected Outcomes

- A greater understanding of the project from those who have volunteered.
- Guidance on expected timescales.
- A greater understanding of the project demands and impact on capacity.
- Project team build relationships.
- An understanding of what participants can bring from their local system.
- Actions agreed to move work forward including timescales and input from volunteers.
- Barriers, risks, interdependencies identified that require to be escalated to ensure read across of all projects in the work.

Further Reading

[Delivering a future for local government think piece report](#)

This is the original think piece report which sets out the ambition and vision of the work.

[Translating think piece report into action](#)

This slide deck describes how the think piece report will move into action, detailing the 3 workstreams and projects within.

[Terms of reference](#)

The Chief Executive Working Group developed up Terms of reference for each anchor pairing, setting out how they envisaged the work unfolding.

Discovery work done to date

The following documents provide some examples of work done to date in Council's to identify their statutory powers and duties as a local authority in Scotland:

[Glasgow City Council](#)

[Aberdeen City Council](#) - Slide 11 in the following deck

The following report from Aberdeen City Council describes the work done to date:

[Statutory Services Review Council Dec22.pdf \(aberdeencity.gov.uk\)](#)

The following webpages set out the public bodies in place across Scotland.

[National public bodies: directory - gov.scot \(www.gov.scot\)](#)

[Leadership Practitioner Forum](#)

As part of the Solace/IS Transformation work there is a Leadership Practitioner Forum in place to build capacity across the sector. At the session on the 29 November 2023, the breakout room discussions focused on the active communities project, as well as procurement, Crerar implementation and statutory and non statutory services, some of the points might be helpful to stimulate discussion as the project kicks off.