

Solace/IS Transformation Work

Workstream 2 Project: Crerar Implementation

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 Crerar implementation 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 concerned with the need to reset the relationship between local and central government, utilising the strengths of both spheres of government to navigate the transitions society faces. Councils are well placed to both understand the local context and translate ambitious national aspiration into effective local action for their communities.

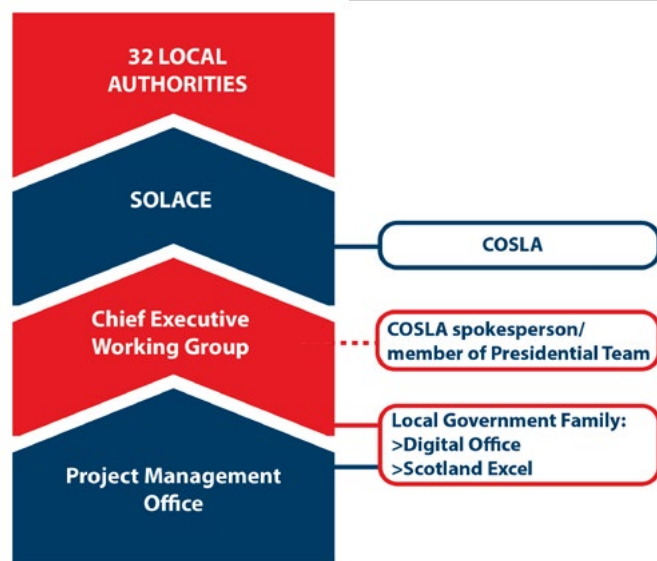
Project Approach

Project Scope

- Review intended scope of the post-Crerar implementation and what we have in place now. In order to reinvigorate the consideration of a proportionate model of independent examination which is affordable and is clear in its assumptions of the responsibilities of public sector leaders for creating self-improving systems underpinned by a sector owned architecture for supporting improvement including peer led reviews.
- Identify the regulation and inspection frameworks in place against all responsibilities across local government.
- Along with relevant stakeholders, agree on the role and purpose of improvement and role and purpose of scrutiny and inspection.
- Working with stakeholders, including Scottish Government and Audit Scotland, develop a prototype sector-led improvement model, with key components including self-evaluation, peer led review and the Local Government Benchmarking Framework.

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.
- 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.

Volunteer Colleagues

- Work to foster collaboration 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.

- 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

In the further reading section there are links to the full Crerar Review report which will be helpful discovery work of understanding the current situation.

Audit Scotland have done a high level mapping of Crerar recommendations and that can be found in the further reading section.

There is work underway to implement an approach to peer improvement through the Local Government Benchmarking Framework programme and learning from that will feed into this project. A recent briefing paper went to Solace Branch in October 2023 and can be found in the further reading section.

Furthermore, there is work underway in England around understanding inspection and assurance across Local Government. Under the further reading section, there is a link to this work for England.

Areas to consider for discussion at project kick off:

- Do you have anything locally that demonstrates what inspections and regulatory duties are in place?
- Has your organisation had discussions about inspections and regulatory duties?
- Are you aware of any examples of peer improvement work undertaken locally?
- What stakeholders do we need to engage in this work?
- What links and connections will there be with the other projects?
- What considerations must be made e.g., regulation, quality standards and performance monitoring etc

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
- 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 Crerar Review report can be found at the following link: [The Crerar Review: the report of the independent review of regulation, audit, inspection and complaints handling of public services in Scotland](#)

Audit Scotland have completed a [high level check of the SSG against the relevant Crerar recommendations](#).

A paper was taken to Solace Branch in October 2023 that set out a briefing paper on the Local Government Benchmarking Framework & Peer Collaborative Improvement: [A more assertive approach to performance improvement](#).

Local Government Association has mapped the various elements that provide assurance of the performance of local government and to demonstrate how they all fit together. It can be found at the following: [Improvement and assurance framework for local government](#)

[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.