

Chronology of Redesign Board Activity

As at 27.2.16

Date	Topic covered and action agreed
24.3.16	Council meeting: Agreed the case for redesign, to establish Board for redesign, for the process to be inclusive, reporting timescale (Dec 2016 and March 2017), the methods to adopt and budget.
18.4.16	1st Formal Board meeting: Chair and vice chair appointed. Agreed Terms of Reference, operating arrangements for the Board, methods to use.
10.5.16	2nd Formal Board meeting: Agreed timeline and phasing of the work; sources of external input; 7 new ways of engaging staff. <u>Workshop 1:</u> Board views on what works well in the Council and why, presentation of statutory services and scope for influence, briefing on budget planning by Director of Finance with assumption of £49m savings needed over 3 years. Agreed staff and partner engagement on what works well and why to help develop values, purpose and outcomes.
12.5.16	Progress report to Council meeting. This included the terms of reference and timeline for the Board.
24.5.16	3rd Formal Board meeting: Agreed communications strategy and development of the staff panel scope and sample size. <u>Workshop 2:</u> Briefing on national requirements; Christie Commission; and the features of an enabling Council. Presentation on our changing relationship with the public over time – seeing them as customers, stakeholders, those in need of particular support; and those empowered to do more for themselves and their communities. Some views from the Citizens’ Panel and staff so far fed in. Presentation of the list of discretionary services.
7.6.16	<u>Workshop 3:</u> Redesign for the Highlands of tomorrow. Presentations from Stuart Black on demographic change and economic development. Highlighted regional disparities in economic growth and balanced populations. Rural and remote areas require more support if economic and population growth is to be evenly spread. Kenneth Hogg from Scottish Government – encouraging Members to not be limited by current functions and to engage with Ministers in bigger changes sought. Jim Savege – lessons from Cumbria (cutting discretionary services, taking big contracts back in house for ICT and roads and improving efficiency), and Aberdeenshire (model of decentralisation). Trade Union representatives attend first workshop as Board members.
17.6.16	<u>Workshop 4:</u> Reviewing information from the above sessions plus feedback from workshop with Board, managers and CPP on what works in the Council and why. Grouped information into themes to develop the draft statements of purpose, outcomes and values. Also agreed the communication back to managers on the issues raised by them.
21.6.16	4th formal Board: Agreed the draft statement of purpose, values and outcomes. Phase 1 concluded.
29.6.16	Council agreed draft statements of purpose, values and outcomes. Agreed this could be amended from further feedback from staff and partners, the Government’s programme to be announced and public engagement. Agreed redesign to include

	review of committee membership and structure.
12.7.16	<p><u>Workshop 5:</u> Agreed programme of work to September. Agreed Welfare Reform Group proposal for poverty proofing to be part of the impact assessment for redesign. Agreed Plain English version of purpose, values and outcomes and amendment to ToR (restructure committees) – both appended. Presented all functions grouped by outcomes in tables along with budget and performance data and agreed process for re-prioritising them (essential, desirable, cease, misfit) and identifying those for review. Noted topic guide for HoS discussions. Presentation from Allan Gunn on re-grouping functions to achieve savings, collect more income and improve performance (integrating welfare functions spread across the Council into one team, reduced staff through vacancy management and now passing some areas of service onto 3rd sector -CAB).</p>
18.7.16	Sub group re-prioritises functions for Outcome 1 (economy) Cllr Fernie, Cllr Lobban, Cllr Davis, Cllr Prag, Mick Haymer
20.7.16	Sub group re-prioritises functions for Outcome 4 (community engagement and community-run services) Cllr McCallum, Cllr Davidson, Cllr Gray, Cllr Smith, Cllr Millar, John Gibson.
26.7.16	<p><u>Workshop 6:</u> Presentation on digital tools to engage the public (Ali Stoddart, The Democratic Society). Subscription to new tool to be arranged. Presentation from Vicki Nairn on Digital Highland savings, improvements, lessons from service point review and programme going forward. Members interested in potential of tools to support redesign by enabling more staff to work from rural locations. Circulated information on contracts ending in next 24 months, with this to be added to the information for sub groups to reprioritise functions and identify those for review. Identified community groups to invite on 23rd August to event. Agreed the re-prioritisation of functions and those for review for outcomes 1 and 4 above.</p>
29.7.16	Sub group re-prioritises functions for Outcome 3 (community life, care and education) Cllr Christie, Cllr Lobban, Cllr Gray, Mick Haymer
1.8.16	Sub group re-prioritises functions for Outcome 2 (environment) Cllr Lobban, Cllr Davidson, Cllr Prag, John Gibson
3.8.16	Sub group re-prioritise functions for outcome 5 (internal business functions) Cllr Lobban, Cllr Davidson, Cllr Reiss
9.8.16	<p><u>Workshop 7:</u> Presentation on measuring social value/impact from David Bryan. Agreed for officers to undertake training and report back on potential use of the tools in a redesigned Highland Council. (Training happening on 4th and 5th October for 16 staff from Council and partners). Agreed re-prioritisation of functions and those for review for outcomes 2, 3 and 5. Learning from the literature about how other councils coped with savings – in England, Wales and Scotland. This provided assurance the Board is on the right path: understanding the scale and challenge of the task and using the right process i.e. reviewing options for services, planning for different budget scenarios, considering the impact on vulnerable groups. This identified the range of options for service delivery in-use elsewhere for redesign in Highland to use. This list is appended. Highlighted growing use of commissioning services on a 'Payments By Results' basis with an outcomes focus. Suggested that good information may be found from some</p>

	<p>approaches in Edinburgh, East Ayrshire and Scottish Borders Councils. Also identifying the right skills and behaviours needed for officers and Members for the future as: financial management; scrutiny; challenge; options appraisal; commissioning services (based on outcomes); commercial practice; partnership working; community engagement; and being positive (not put off by difficulty or complexity).</p>
12.8.16	<p><u>Study visit to Wigan Council.</u> Cllr McCallum, Cllr Lobban, Cllr Fernie, John Gibson. Found out about: Their Deal for the Future; the simple messages about 'Our Part' and 'Your Part' for the Deal; their values; their support for community development – asset based approach, people's choices for care services, community investment fund for community bodies taking over Council services at less cost, calculating social return on investment and weeks of action in localities; major programme on workforce reform including listening to action sessions and 'my perfect week' and programme of development, training and incentives.</p>
23.8.16	<p><u>'Being an enabling Council' listening and engagement session</u> with 13 community bodies. Community groups asked to share views on: What works well just now - and why? What would make that even better? What might be holding you back from doing more? What you would like to see the Council do to support more community-run services locally?</p> <p>Event confirmed the benefit and added value of community-run services and called for: creating a support or brokerage service for community bodies – a 'Community Gateway'; accessing expertise among Council staff (e.g. legal, governance, HR); creating modern apprenticeships in community development; supporting positive attitudes among staff in public bodies about the role of community bodies and how best to support and respond to them (being trained by community bodies); developing the community leadership role of the Council to excite, engage and enable creative thinking in communities; getting the new local community partnerships off to the right start with local community bodies – from community planning to communities planning; reviewing funding approaches (and with partners) – easy to access small grants, community investment fund, core funding requirements and commissioning approaches and learning from the community challenge fund approach; and re-inventing / reinvigorating community councils. Agreed to hold planning event to develop these ideas with more community bodies, partners and Govt.</p>
23.8.16	<p><u>Workshop 8:</u> Agreed the long list of functions to review (@120) and no change to those identified as to cease or as misfits. Agreed design of the booklets of functions. Agreed the approach to undertaking functions reviews, including options in scope (appended), internal peer review and challenge teams, member engagement in reviews, criteria for prioritising reviews and need to demonstrate the values in the review process. Agreed communications plan with staff, partners and media. Staff briefings cascaded from 24th August. Media briefing arranged for 29th August 2016 when papers published. Wigan feedback discussed. Feedback from CPP Chief Officers Group discussed. This highlighted partner interest in engaging in redesign. Identified areas of mutual interest for efficiencies and set out other areas for concern including supports for community bodies and the importance of not widening inequalities.</p>
30.8.16	<p>5th formal Board: Agreed long list of functions to review and the approach to phase 3. Phase 2 concluded.</p>

8.9.16	Council agrees list of functions to review, re-prioritisation of functions and the process for phase 3.
13.9.16	<p><u>Workshop 9:</u> Presentations from Chief Executives of Colchester Council and HLH on running public services more commercially. Heard about benefit of ALEO models, varying charging and developing new products and markets. Discretionary services tend to have the most income potential. Role of staff regarded as essential in finding income potential and savings. This also supports the culture change required. Approach needs to suit context and be aware of the market regionally and locally.</p>
20.9.16	<p><u>Workshop 10:</u> Presentations from North Ayrshire Council, NHSH and Steve Walsh on the approach to and experience of using 'Lean' methods to remove waste from processes and engage staff in improvement. Experience casts doubt on cash savings being cashable. Significant savings more likely to be in avoiding costs. Interest in pursuing approaches to remove waste and get staff involved in improvement. Agreed reviews to prioritise. Agreed all mini reviews to be done. Agreed schedule of hearing about reviews underway to be developed to assess role of the Board, if any. Agreed review framework. Discussion and differences in opinion were expressed about the links between redesign and the budget process. Agreed to feedback to staff engaging in local focus groups and for new approaches to be developed – more F2F sessions locally with ELT and Board members, getting staff involved in improvement, management leadership and development tailored to support redesign. Further info to be prepared on practical support for staff affected by change. ERD consistency to be improved. Agreed to hold event with community bodies on 11.11.16 and for HTSI to run it on our behalf with Minister to be invited. Agreed purpose and focus. Agreed range of groups to invite and for that to include 1 community council per Ward unless more are essential/unavoidable. Agreed to consider scope for paid leave for volunteering.</p>
22.9.16	<p><u>Meeting with group leaders, chair and vice chair of Board</u> to consider approaches to public engagement. Agreed to use current methods (citizens' panel, focus groups and events) as appropriate and to use new ideas tool (Dialogue), look into the budget simulator tool and subscribe if reports are positive and to consider citizens' juries if required. Once reviews are initiated the methods to use and the timescale will be clearer. Early ideas are to engage staff in the ideas generator and possibly use for the groups invited to the community event.</p>
28.9.16	<p>Study visit to Aberdeenshire Council – focus on decentralisation and approach to savings.</p>
4.10.16	<p><u>Workshop 11</u> Feedback from Aberdeenshire visit shared and agreed that evidence gathering from other Councils is sufficient for the Board. First discussion taking stock of the Board's work and what redesign means. Members identified to support individual reviews. Board members received a briefing on the approach so far on the review of Catering, Cleaning, Facilities Management / Janitorial Services (CCFM). Members noted the work done to date in reviewing PPP arrangements and agreed no further action at this time.</p>
7.10.16	<p>Report presented to the CPP Board providing an up-date on redesign, welcoming partner engagement to date and setting out the scope for further engagement on individual reviews and in the community event planned for 11.11.16. Ongoing partner engagement agreed. Some feedback from partners to be provided to the Board on the outcomes drafted .</p>

18.10.16	6th Formal Board – Board agrees to recommend to Council that future management of CCFM remains in-house and transfers from the Care and Learning Service to the Development and Infrastructure Service.
18.10.16	<u>Workshop 12</u> After hearing a presentation on adult social care the Board agreed for a further briefing on a potential review focusing on community based interventions and shifting the balance of care to community settings further. The up-dated framework for reviews and guidance for reviews were noted. Members noted the affordability challenge for redesign and that it would inform the budget process but that the budget process would be taken forward separately. An up-date on the mini reviews was provided by the Commercial Manager and further Board member involvement in some mini reviews was agreed.
27.10.16	Council receives an up-date on redesign and agrees the in-house options for the future management of CCFM.
1.11.16	<u>Workshop 13</u> Board Members have their 2 nd discussion on developing the Redesign Statement. They agree to consider progress with reviews at each meeting with Members leading for their review teams. They noted the advice from the Director of Finance on a national approach via CIPFA to the external audit fee. They noted the feedback from the discussion with the CPP Board in October where partners agreed to support the event with community bodies in November and be involved in reviews as required. A draft programme and delegate list for the community event was agreed.
11.11.16	<u>Engagement event with community bodies and partners</u> Around 100 delegates attended. They prioritised the ideas for supporting community bodies further. Positive feedback from the event. Clear steer provided on what the Council should do to support more community action.
15.11.16	<u>Workshop 14</u> Board finalises the redesign statement. It hears verbal feedback from the engagement event above and supports work to be taken forward on a Community Gateway to support more community action. Progress with 7 significant reviews reported by Members and on mini reviews by the Commercial Manager. Attendance from the Health, Safety and Wellbeing Manager to highlight the duty of care as an employer during times of change. Protocol for shadowing staff agreed. Member attendance at next round of staff briefings agreed. On-line dialogue tool demonstrated and Members agree the 2 staff challenges to post on how to be more commercial and how to be more efficient.
29.11.16	<u>Workshop 15</u> Scope of next report to Council agreed. Members reported progress with 7 significant reviews. Team leaders for harbours and depots reviews attend and Members request scope changes to harbours review. Up-date on mini reviews provided. Board confirms questions for Citizens' Panel. Board agrees development approach to a Community Gateway and for further discussion with partners to gauge their interest and support.
December	On-line tool used to ask staff for ideas on how the Council can operate more commercially and more efficiently.
December and January	14 local staff briefings begin. These are face to face, in offices, community halls and depots and involve local members on the Board. They update staff on redesign and provide a budget briefing.
6.12.17	<u>Workshop 16</u> Board discusses paper from the Chief Executive on the approach for a commercial future for the Council. It agreed the benefits of the approach and for models to be

	developed through individual business cases. An up-date on the status of all reviews was noted. Bill Alexander, Jan Baird (NHS) and Joanna MacDonald (NHS) attended to provide a verbal update on their discussions on how a review of adult social care could be scoped. Cllr Lobban, Cllr MacLennan and Cllr Fernie to attend the next NHS meeting on the patient flow on 13.12.16. Team for the review to be identified once scope clearer and TU involvement required.
14.12.16	Presentation on redesign made to the Board of HLH. It acknowledges the support from HLH in redesign through the Board's deliberations on commercial approaches and in providing review team leaders.
15.12.16	Council receives update on redesign. It covers engagement with staff, community bodies and partners. It summarises the developing approach to commercial activity and Lean reviews. It agrees the redesign statement with one amendment.
20.12.16	<u>Workshop 17</u> Progress with significant reviews reported by Members and Team Leaders to present findings at the next workshop. Agreed that the review on adult social care should focus on community solutions and shifting the balance of care and for there to be further discussion with the Board. Feedback from Members attending the briefing from NHS on its approach to reviews. Up-date on local staff briefings provided. Board agrees scope for final report to Council, with some recommendations for the current Council and others as recommendations for the new Council.
10.1.17	<u>Workshop 18</u> Presentations from the 7 review team leaders were made. The Board provided some challenge and were generally supportive of the interim conclusions. They would consider the reports once finalised and then agree how to proceed. Team leaders were thanked for their work and Heads of Service affected were thanked for their engagement and openness to change. Feedback from staff ideas on how to operate more commercially was reported to Board. Their feasibility is being reviewed by the Commercial Manager.
24.1.17	<u>Workshop 19</u> Member only discussion on Phase 6 - governance and structure change.
2.2.17	Report to CPP COG meeting to discuss developing the Community Gateway idea. CPP agrees to the concept and for an officer working group to develop proposals further.
7.2.17	<u>Workshop 20</u> Member only discussion on Phase 6 - governance and structure change.
14.2.17	<u>Workshop 21</u> Members agree conclusions for the first phase of 7 significant reviews. They identify the recommendations they seek to take to Council in March. They support the action that can be taken forward operationally within the service and where the service needs support for others. They agree implementation to be overseen by the Chief Executive from March to June during the election period and the time for the new Council to settle in. They agree with the 10 insights for the reviews and what that means for redesign more generally. They agree no new action needed on service reviews in progress and the mini reviews with a private item to be taken to the Council in March. They hear from Rory Mair on the interim findings from the Commission on Highland Democracy.
16.2.17	Council meeting to set the budget. This includes some budget savings proposals arising from the redesign review process.
21.2.17	<u>Workshop 22</u> 3 rd Member only workshop on governance and structure. It develops the themes from the previous 2 Member sessions, namely: how the new governance and

	structure arrangements could be local by default; being open to different models of decision-making; a sense that a re-grouping of services was needed, but with a fresh look for redesign; and desire to interrogate all functions for management and decision-making. Proposals developed for consideration at the final workshop. This workshop was facilitated by staff.
22.2.17	<u>Workshop 23</u> Members confirm the governance proposals to take forward formally to the Board and Council and the scope of the Council report. They reflected on what the redesign board process had achieved and what still needed to be done.
27.2.17	7th Formal Board Meeting The Board confirms the final report it wants the Council to consider at its meeting on 9 th March.

Statement of Council purpose, Values and Outcomes

The Highland Council's purpose is to improve outcomes for Highland communities, Highland citizens and the region as a whole. It leads, invests in and gives strategic direction for regional development.

We stand up for the Highland region. We represent its interests and the contribution the Highlands make at a national and international level.

The Council is the only public body in the Highlands that improves public services through democratic scrutiny by elected members. This includes a wide range of Council services and police and fire services. We seek to widen democratic rights so that more people can have a say in what matters to them and local community groups can be supported to do more for their local communities. This will bring people together in new ways to be honest about and openly discuss the funding challenges which face public services and to find local solutions together.

The Council must achieve best value for the public money it spends on services. This means being efficient, open and accountable for our own resources, and also challenging the arrangements for public services provided by other public agencies in the region. We will work with partner agencies to simplify and integrate public services in order to get better value for public money. Responsibilities and ways of working may change and we will adapt, putting the needs of people and communities before the needs of organisational and professional boundaries.

The Council has the interests of Highland citizens at the heart of everything we do. We do our best to respond to people's current needs and demands for service and we also work to prevent poorer outcomes for people and communities which can lead to higher costs arising in the future.

We intend to do more to support disadvantaged people and disadvantaged areas, so that economic growth in the Highlands is shared more evenly. We want more people to contribute to, as well as benefit from, economic success. This will mean changing how services are provided and resources are used.

The quality of our staff is a major asset to the Council. We must be a good employer, as well as one of the major employers in our region. We will encourage our staff to challenge positively and to be innovative, making the most of a 'can do' attitude, and their close connections with communities. We will support them through change.

Elected Members know when to set aside potential differences and work on a constructive basis to support the work of the Council and deliver positive outcomes for the community as a whole. They share a strong public service ethos with staff and will foster good working relations with them.

Draft statement of Council values

We believe everyone can have new ideas for doing things better. We want to hear them, especially when they challenge us. We believe good ideas and good results come from people coming together with different views, being respectful and honest about what we can do together. We will make even more effort to hear voices that are not normally heard. We will have faith in staff to use their initiative and we will have faith in local communities to do more for themselves.

Challenging

Open to ideas

Participating

Empowering

Draft statement of Outcomes for the Council

Highland is an attractive place to do business, with key sectors supported and making the most of our outstanding natural resources. Our economic growth is shared across the region, with opportunities for everyone to contribute and benefit, making the most of the skills of our people and developing them.

The world class environment of Highland is protected, enhanced and enjoyed by residents and visitors.

Highland is an attractive place to live, work and learn, where people and communities can achieve their potential, supported and connected by good infrastructure, amenities and services. In growing up and growing older we enjoy a good quality of life, living in safe communities, taking care of each other and looking out for those who need more support.

Highland communities are better supported to do things for themselves, with opportunities for wider participation in local decision-making and community led services.

As a public body, we are resource efficient, work smarter using up to date technology and trying out new approaches. We are business-like, operating commercially in order to support public services. Our staff and Members are closely connected to their local communities and are supported in their commitment to public service. We work with other public services to ensure all our public resources are used effectively and to prevent poorer outcomes which result in higher costs in the future.

Terms of Reference for the Redesign Board

Agreed by the Board 18.4.16, *amended following Council 29.6.16*

Objectives

The Board will produce proposals for the Highland Council on redesigning the Council. These proposals will include:

1. A statement of the Council's purpose and values;
2. Clarity on the outcomes the Council seeks to achieve;
3. Reprioritising statutory and non-statutory duties and reviewing the level and standards to which services should be delivered to achieve the outcomes and meet the reasonable expectations of the public;
4. Recommendations on options for the delivery of public services that are affordable and designed with performance in mind, including shared services;
5. Clear links to the Council's localism agenda;
6. Recommendations on increasing public participation in Council services;
7. *Recommendations on the structure and management of Council operations;*
8. A draft programme to support organisation change for modern public services and for staff and Member development.

The Board will ensure that the process for developing the proposals will be inclusive. Key stakeholders to involve are:

- Staff;
- Trade Unions;
- Key customer groups;
- Communities of place and of interest;
- Other public bodies; and
- Other service providers.

Scope

The Board will adapt its proposals based on the budget set after the allocations made by the Scottish Government for 2017/18 onwards and any other external changes affecting Council operations.

In its proposals the Board will consider the scale for Council operations. However it is not the purpose of the Board to propose any reorganisation of local government. While the Council may have a view, this is a matter for Government. The focus of the Board is the redesign of the Council to meet its statutory requirements.

The terms of reference for the Board will be reviewed as necessary as the work of the Board progresses.

Timescales for reporting

The Board will report its proposals to Council in two stages:

1. The redesign proposals for the budget for 2017/18 onwards to the Council meeting on 15th December 2016.
2. The other aspects of redesign including operational arrangements, public participation approaches and a programme for staff development to the Council meeting in March 2017 (date to be confirmed when the calendar of meetings for 2017 is agreed).

Interim reports on progress including minutes of the meeting will be provided to the Council meetings in May, June, September and October 2016.

Frequency and format of meetings

Board Members will meet fortnightly initially and review the frequency as the Board's work progresses.

Formal Board meetings will be held in public with agendas and reports published in advance on the Council's website. Where items are to be considered in private they will be clearly marked on the agenda with the relevant exemption and their confidentiality will be maintained by Members. Members will receive the agendas and reports for the Board electronically with paper copies made available only on request. Board Members will also participate in workshops and briefings where appropriate and these will be open to any Council Member to attend and will not be held in public. Members will be notified of workshop and briefing dates by email.

Membership

The Board is made up of 16 Elected Members as per the formula for political balance across the groups within the Council.

The Board will engage with the Chairs and Vice Chairs of Local Committees in making the links between redesign and the localism agenda.

The Board will consider the involvement of other representatives in the Board.

Methods

The Board will draw on a range of evidence from the following sources:

- National requirements;
- In-house knowledge, information, data and views;
- Other local knowledge – e.g. from partners, other providers, those potentially affected;
- Knowledge of what works elsewhere and what has failed elsewhere, e.g. from external input to the Board;
- External challenge, this could be from the engagement with those affected and/or by independent views brought to the Board.

To ensure an inclusive approach the Board will use a range of engagement methods currently in use (e.g. Citizens' Panel, Community Planning Partnership discussions, Management Briefings, focus groups) and develop new methods as required (e.g. Citizens' Juries, new digital platforms). The Board is keen to engage with young people in communities, among the staff and in their representative structures.

In workshops Board Members will use a range of methods to use the evidence and develop proposals, including: identifying what works well in the Council and how to get more of it; defining outcomes; reviewing current functions; generating ideas for change; reviewing options for change; scrutiny of financial analysis, performance and benchmarking; and assessing impacts of proposals on particular groups and places.

When considering options for change the range of options will include providing the service:

- in-house;
- in partnership with others (and where we lead on shared service or integrated service); and
- by others (out-sourced, commercial service, community-run service (with various levels of council support) , or where others lead on a shared service or integrated service arrangement with us).

The Board will also consider the option of ceasing services.

The Board will also consider the findings and recommendations from the Commission on Highland Democracy.

The [report agreed](#) by the Board on the range of methods in scope for each objective is available for further detail.

Service delivery options to consider in Highland Council redesign

1. In-house services – running these better and more efficiently, learning from where this has been demonstrated in the Council already¹ and with a ‘Lean’ approach currently being tested;
2. In-sourcing of services currently contracted out;
3. Shared services – both provided by us and provided for us;
4. Outsourced services – including an interest in different approaches to commissioning (by outcomes, by payment by results, by measuring social value) to encourage preventative services and demand reduction;
5. Services delivered in partnership and integrated services;
6. Arms-Length External Organisations and Trading Operations to enable more commercial practice and sustainability of service;
7. Community-run services;
8. Opportunities for new place-based approaches with partners arising from the new local Community Partnerships;
9. Stopping services (with the framework from the Accounts Commission recommended for use² alongside impact assessment).
10. Commercial practice.

¹ As examples the Board has heard about the approach to integrating welfare payments and advice (£3.3m of savings/income) and through the Digital Highland programme (£5m of savings). Both demonstrate the scope to make savings while improving service delivery.

² This provides a rationale for stopping services where: there is little or no demand for the service; the costs outweigh the benefits; alternative providers exist and people using those providers would not be disadvantaged; the function does not contribute to Council objectives; and there is no statutory or strategic requirements to make provision. Source: Accounts Commission (March 2016) An overview of local government in Scotland 2016