

Remit and Work Plan for the Redesign Board

Purpose

The Council's Redesign Board will operate from June 2017 to June 2018, continuing the redesign process that started in 2016/17. Its purpose is to demonstrate pace and delivery in the redesign of the Council, using inclusive methods.

Redesign will be a continual and systematic process of change and improvement, constructively challenging our current processes and ensuring the Council adapts successfully to its changing operating environment, including its budget challenges.

Objectives

The Board will produce proposals for the Council on redesign to demonstrate:

1. The Council is more open-minded to new ways of delivering services.
2. The Council is more commercially-minded by adopting more efficient business practice.
3. The Council is more community-minded.
4. That staff and Members will be supported in the change that is needed by a programme of organisational change and support.
5. The Council is adopting new ways of supporting constructive working relationships across Member Groups, between Members and staff, between the Council and its partners and with its communities; all working together for our communities.

Inclusion

To ensure the Board's proposals for Council are developed inclusively, key stakeholders to involve are: staff; Trade Unions; citizens, especially those with a particular interest in service areas reviewed; community bodies; our Community Planning Partners; and other service providers affected by reviews.

Scope

The Redesign Board will also contribute to the Council's Programme once confirmed. This means that the work plan will need to adapt to any new requirements arising from the Programme.

The Redesign Board may need to adapt its work plan depending on the Council budget set and any other external changes affecting Council operations.

Timescales for reporting

The Board will provide progress reports to each meeting of the Council and make recommendations for redesign. It will also inform the budget process as it is considered by the Council.

Membership

The Board is made up of 16 Elected Members as per the formula for political balance and 2 representatives of Trade Unions selected by Trade Unions.

Frequency and format of meetings

Board Members will meet monthly in workshop sessions, normally the 2nd Tuesday of each month.

Workshops will be open to any Council Member to attend and will not be held in public. Workshops are required to enable discussion, the development and testing of ideas, thinking through scenarios and impacts and problem solving. Briefings may also be provided in workshops from those external to the Council to share lessons learned from their experience.

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.

Evaluation

The Redesign Board will evaluate its progress and processes continually; learning as it goes. The peer review process has already adapted based on feedback on its use in 2016/17. It will try new methods in its workshops for generating ideas and sharing information and learn from these and identify what might be transferable to other areas of Council business.

Work Plan

The role of the Board and its activities to deliver on the objectives above are set out below.

1. The Council is more open-minded to new ways of delivering services.

The Board will:

- a. Make recommendations to Council for changing service delivery models by identifying and overseeing a programme of service/function peer reviews which Board Members and staff will be involved in. Reviews will appraise 10 options for change.
- b. Identify the criteria for peer reviews.
- c. Monitor and scrutinise the implementation of peer reviews agreed.
- d. Design a new process for adopting review recommendations within Services and the process and timescales for checking in on implementation.
- e. Support and challenge business cases developed from peer review recommendations.
- f. Support and challenge reviews underway within Services to ensure they align with redesign ambition.
- g. Continually improve the review process by learning as we go, refreshing review methods and materials.
- h. Communicate its review programme to make reviews normal business as a way of improving how we operate with options, cost and impact in mind.

2. The Council is more commercially-minded by adopting more efficient business practice. The Board will:

- a. Oversee the programme of Lean and similar reviews and ensure that staff are engaged in this process.

- b. Capture the extent to which unnecessary processes and burdens on staff are removed and work is streamlined to help manage workloads and improve responsiveness of services, from the programme of Lean and other reviews.
- c. Celebrate and communicate the achievements of staff in identifying the change needed and making the change happen.
- d. Refer to the Commercial Board any income generation ideas that arise from the programme of reviews and any businesses cases developed from reviews, for the Commercial Board to consider and implement.
- e. Ensure that advice from the shared procurement service is integrated into the programme of reviews.
- f. Ensure that the peer review process takes a risk-aware rather than a risk-averse approach.
- g. Be briefed on the new national approach from Audit Scotland on the Best Value Assurance Reviews for local authorities and consider how Redesign is contributing to that (this applies also to the other objectives).

3. **The Council is more community-minded.** This means listening locally, involving people and groups more in the decisions affecting them, supporting community bodies to do more in their communities and targeting support to particular people and places in most need. The Board will:

- a. Oversee and support greater community participation in local decision-making with proposals developed for the national review of local governance (expected to be announced in Autumn 2017).
- b. Learn from practice elsewhere on how to widen democratic participation, identifying new processes and new competencies to develop.
- c. Propose a response for the Council on any consultation on a Local Democracy Bill by June 2018.
- d. Act on the findings from the Commission on Highland Democracy, as agreed by the Council.
- e. Continue to develop the programme of participatory budgeting across the Council, with the process introduced in new places and for different areas of expenditure.
- f. Work with the CPP and community bodies to develop the Community Gateway idea to provide a single point of contact to support community bodies.
- g. Work with community bodies to deliver staff training to support more community action.
- h. Ensure peer reviews include assessments of impact on particular communities (of interest and place).
- i. Develop communications plans for engaging with communities on service areas that are under review and/or changing as a result of redesign. These must be open about the funding challenges, seek community participation in finding a solution and/or developing a community-run service and reduce expectations of the Council in continuing to do everything it currently does in the same way.
- j. Develop an approach to reviewing services/functions with communities – community reviews. This would sit alongside other types of reviews

overseen by the Board and support the implementation of the Community Empowerment Act.

- k. Review the results from the Citizens' Panel 2017 survey relating to active citizenship to identify what needs attention.
- l. Monitor the Council's response to new duties under the Community Empowerment Act to make sure we respond well to community bodies making participation requests and applying for asset transfers.

4. That staff and Members will be supported in the change that is needed by a programme of organisational change and support. The Board will:

- a. Embed the new ways of engaging staff in redesign by using:
 - i. the staff panel (as staff, service users and sources of local knowledge);
 - ii. an on-line ideas tool;
 - iii. management briefings; and
 - iv. the local forums for face to face briefings with Board members attending.
- b. Enable staff to report their ideas for change directly and if preferred confidentially (via the Redesign Mailbox and to Trade Union representatives on the Board via their email addresses).
- c. Design the programme of organisation change and support to reinforce our values of: challenging; open to ideas; participating; and empowering.
- d. Review the results from the Citizens' Panel 2017 survey relating to organisational culture to identify what needs attention and for public perception of the Council to improve.
- e. Develop proposals on a refreshed set of organisational competencies and attitudes, covering knowledge, skills and behaviour. These will support the Council's workforce planning.
- f. Recommend how to apply the organisational competencies to all relevant HR processes to support the Council's workforce planning.
- g. Identify with Members the development they need and arrange briefings and development sessions (e.g. facilitative leadership course noted below).
- h. Learn from good practice in Highland and elsewhere on how to free up staff to work boldly and imaginatively with communities and other bodies and to find new ways of running services locally.
- i. Include in the programme of organisation change and support how to make the Council a more rewarding place to work, an employer of choice, treating staff with respect, improving jobs and recognising the positive terms and conditions staff have. This will support the Council's approach to workforce planning.

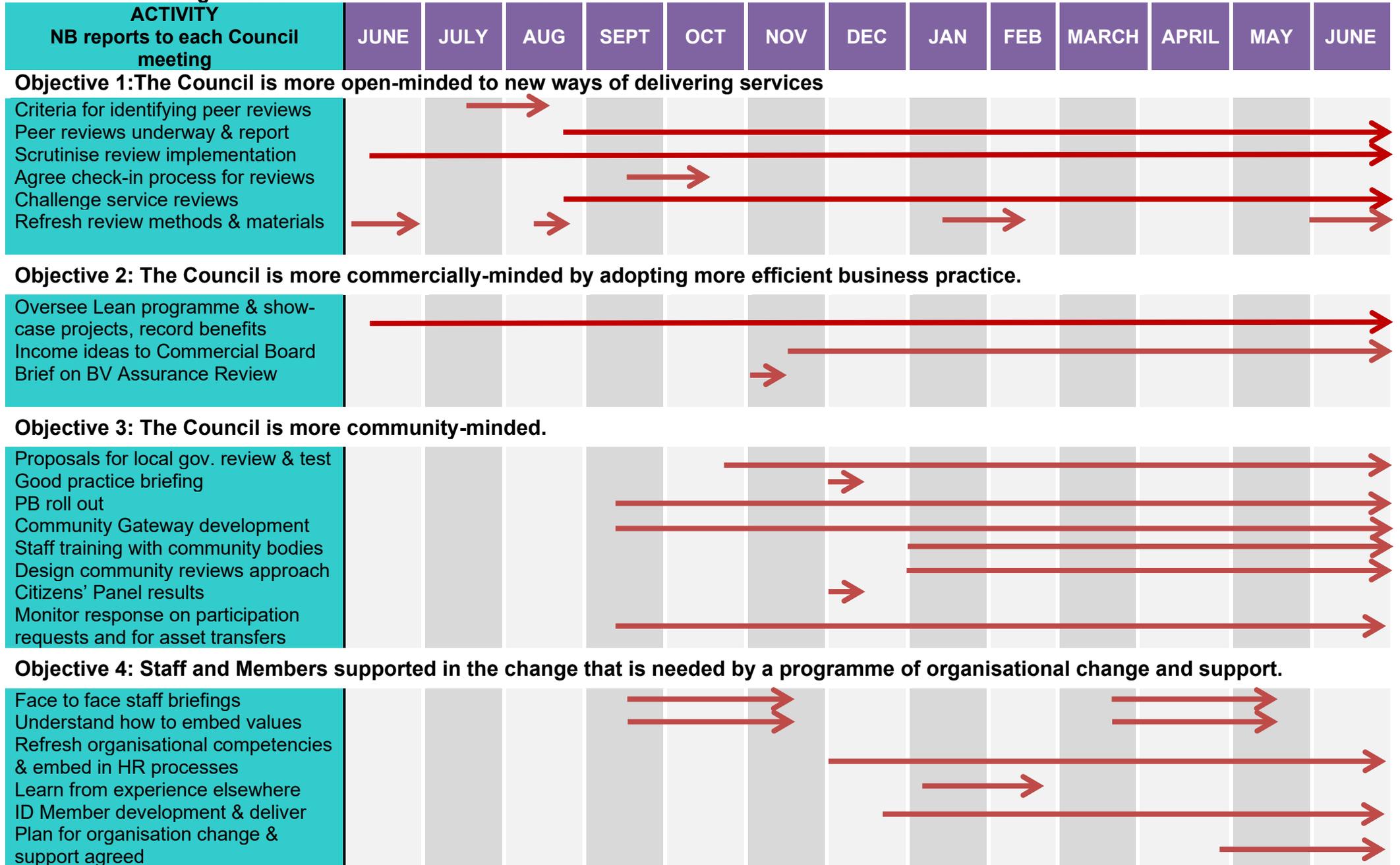
5. The Council is adopting new ways of supporting constructive working relationships across Member Groups, between Members and staff, between the Council and its partners and with its communities; all working together for our communities. In addition to the actions above supporting this objective, the Board will also:

- a. Recognise that the Redesign process has been largely introspective (other than community body feedback) so it will explore the behaviours required of the Council from a partner perspective and with partners.
- b. Develop a process for reviewing services delivered in partnership if partners agree to be involved.
- c. Co-host and take places in the facilitative leadership course being run by the What Works Scotland programme in the Spring 2018.
- d. Involve community bodies in the programme of organisation change and support.
- e. Ensure good linkages between Redesign Board members and the wider Council Membership through briefings, communication within groups, enabling Members to attend all Board workshops and meetings, regular up-dates to the Council on redesign and liaison with Policy Development Groups.
- f. Identify further opportunities for Member development given the changing expectations of Members.

6. A Redesign Communications Plan

A new Communications Plan will be developed to support the Redesign Board. This will be for all stakeholders, ensuring redesign is clearly communicated. The Plan will be in Plain English, and include how redesign is making a positive difference for staff and communities and of our capacity to change for the better.

Redesign Board: Timeline for Work Plan June 2017 to June 2018



ACTIVITY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE
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Objective 5: The Council is adopting new ways of supporting constructive working relationships across Member Groups, between Members and staff, between the Council and its partners and with its communities; all working together for our communities.

In addition to actions above: Engage with partners on expected Council behaviours Facilitative leadership programme Wider Member engagement													
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Developing a Redesign Communications Plan

Develop Communications Plan On-going redesign communication													
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