

Redesign Board Workshop 2

24.5.16

Recap

Phase 1 - the Board will make proposals to the Council on 29.6.16 on:

- **A statement of the Council's purpose and values;**
- **Clarity on the outcomes the Council seeks to achieve.**

Information has been shared on the statutory functions of the Council – this will not only provide some ideas on purpose and outcomes but it will help start thinking about Phase 2 (reporting to Council in September 2016):

- 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.

Timeline

Redesign Board: Proposed Timeline May 2016 to March 2017

ACTIVITY	METHOD	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH
Phase 1 - Purpose, values and outcomes												
Board develops proposed outcomes and draft statement of the Council's purpose and values	Workshops* with Board, staff, Trade Unions and partners		Council 29.6.16									
Phase 2 - Re-prioritising statutory and non-statutory duties												
Board re-prioritises duties against outcomes	Workshops*, and staff discussions					Council 8.9.16						
Phase 3 - Appraising the options for change												
Board develops recommendations for Council on service delivery redesign	Workshops*, analysis, impact assessment					Council 27.10.16		Council 15.12.16				
Phase 4 - Localism and public participation objectives												
Localism and public participation objectives considered in each phase of Board's work	Workshops, impact assessment, Local Chairs, Commission											
Phase 5 - Organisation change and support programme												
Programme of support evolves during phases and to support redesign from 2017 onwards	Workshops, other and new methods tbc by Board 10.5.16											
Phase 6 - Recommendations on the structure and management of Council operations												
To conclude in recommendations to Council March 2017	Workshops, engagement tbc											Council date TBC

* Can involve external as well as internal input and will include feedback from the public and staff already gathered.

Phase 1: Purpose, values and outcomes

May and June workshops with the Board to consider:

1. What is valued about the Council and why?
 - What matters to Members? And to others?
2. What is a Council's purpose? National expectations
 - Our statutory duties and budget scenarios
 - Changing national expectations - Christie Commission and re-thinking our relationship with the public
3. What is the Council's purpose? Regional/local expectations
 - What the public & staff have told us matters to them
 - Discretionary services currently provided
 - The unique features of the Council as a public body
4. Redesign for the Highlands of tomorrow
 - Likely changes and scale of ambition for the Highlands.

Follow up from first workshop

- From the notes from Workshop 1:
- Check accuracy
- Gather an up-date on everyone's actions
- New actions from the feedback last time?

Board insights from the first workshop

Where things work well it is because:

- The Council recognises what is needed in communities for them to be sustainable
- We want to improve peoples' lives and make things easier for them
- There is a respectful relationship between communities and Council services
- The Council is visible when needed and the public feels reassured and looked after
- We have good partnerships – especially strategically
- The quality of our staff: committed; enthusiastic; professional; courageous; can think strategically
- The commitment of our Members – all share and see the value of the Council

Board insights from the first workshop

- Redesign means new ways of looking at things, for staff and for Members; culture change.
- Redesign means our statutory services must be as lean and as efficient as they can be. (NB functions on green sheets)
- Redesign has to involve benchmarking our performance and costs and reviewing the levels we can afford to operate at. This includes changing expectations of Council performance (increases and decreases). (NB functions on amber sheets)
- Redesign will need partner contributions to the change.
- Redesign has to be for beyond 2017/18 given the ongoing budget savings assumed

Changing national requirements (cont.)

Statutory functions and balanced budget (10th May)

Contribute to national policy

- Current 16 national outcomes circulated – to be refreshed and consulted on first maybe not agreed by December 2016
- Programme for Government expected to be announced soon – impacts on Council
- Board workshop on 7th June to focus on likely changes expected

Designing in scope to adapt to new national requirements

Changing national requirements (cont.) Christie Commission

- Public services support social reform and economic development
- But...public service challenges and shortcomings including 'failure demand'
- Reform means affordable services and results - especially demand reduction
- Importance of prevention and reducing persistent inequalities – changing our focus to improving outcomes
- Community empowerment is essential – NB varied capacity to take this up so support needed

Changing national requirements (cont.) Christie Commission

- We need locally integrated services – Christie aware of barriers and short comings of community planning to date
- We need to gain public confidence by openness on decisions, costs and performance
- We need to develop, trust and empower front-line staff to find solutions with communities
- We should support a programme of staff development that clarifies what it means to work in public service

Changing national requirements (cont.)

Government's response to Christie Commission was:

1. The 4 pillars of public service reform:

- Prevention
- Partnership and integration of services
- People - workforce development
- Performance – open, transparent and more effective

2. Community Empowerment Act – emphasis on rights of community bodies – to participate in improving outcomes, in resource decisions, in owning, managing and leasing assets, as partners in community planning

8 Steps to an Enabling State



1 Get out of the way



2 Give people permission to take control



3 Help people to help each other



4 Help people to do more



5 Give people more rights

6 Enablement is the new normal



7 Invest in disadvantaged communities



8 Tangible focus on wellbeing

Changing national requirements (cont.)

Christie and Council Redesign

- Criteria for reforming public services – in pack, on wall – how useful?
- What could we design in from the Christie Commission?
- Insights for purpose, values and outcomes?

What is a Council's purpose? National expectations (cont.)

Changing national expectations – Re-thinking our relationship with the public

- The public as customers
- The public as stakeholders
- The public in need of more support
- A more responsible and active public

What is a Council's purpose? National expectations (cont.)

The public as customers

- About individual rights, Councils should elicit citizen preferences, run efficient services, offer systems for redress and complaints and offer choice in provision
- Emerging from 1980's - Citizens' Charter, CCT
- From late 1990s – Best Value, growth in scrutiny
- Still a theme - FOI, Crerar Review 2008, requirements on performance reporting, benchmarking, efficiency, customer contact.
- Has become normal managerial approach
- Slight shift with CE Act – community rights, rather than just individual rights

The public as customers

Pros

- Good customer care can build respectful and trusting relationships
- Good experience of contact with the Council can encourage people to think it's worth getting involved
- Good customer care can be more rewarding for staff and Members
- Sometimes good systems for redress can be powerful for excluded groups

Cons

- A customer view can be too narrow – not all people we provide services to are willing customers
- Commission on Strengthening Local Democracy was critical of a focus on the citizen only as a customer

Issues with Performance regimes –

- Scale and industry
- Hitting the target but missing the point?
- Are we really learning from performance data?
- The loudest voices heard most

What is a Council's purpose?

National expectations (cont.)

The public as stakeholders

- Belief that citizens have a stake in decisions made about the services they receive and have experience to share to improve decisions
- A theme from late 1990's, still a theme through e.g. forums, community planning, decentralised arrangements, district partnerships
- New requirements from CE Act – rights for community bodies
- Strong theme in Highland First Programme

The public as stakeholders

Pros

- People's knowledge can improve decision-making – lots of examples, child's plans, development plans
- Can help create network of people and build social capital and capacity within communities
- When staff have the right skills and disposition it can make work really rewarding
- Key role for Members – and satisfying when it works

Cons

- Depends on who the stakeholders are – can be divisive
- Critique of community planning
- Partnership professionals and 'trained voices' dominating
- Risk that areas with more stakeholder interest and ability get better services – so uneven development

What is a Council's purpose?

National expectations (cont.)

The public in need of more support

- Focus on marginalised groups and places, arising from late 1990s e.g. SIPs, Community Regeneration Funds, use of SIMD.
- Still a theme – reducing the educational attainment gap, tackling health inequalities, locality plans for disadvantaged places and CPP legal duty to reduce inequalities arising from disadvantage
- Some Highland examples – work with care experienced young people, deprived area funds

The public in need of more support

Pros

- When it works the impacts are very positive
- Can address 'demand failure'
- Can be rewarding area to work in – attractive to staff and Members concerned with social justice
- New approaches developed especially around early years
- Evidence that Participatory Budgeting can be empowering

Cons

- Urban deprivation can dominate resources if poverty in rural areas is not considered
- Sometimes above point creates inertia
- Methods are questioned given that areas of deprivation have histories of disadvantage
- Professionals and volunteers are not always best equipped to be involved – especially with no experience of disadvantage

What is a Council's purpose? National expectations (cont.)

A more responsible and active public

- Active citizens, less reliance on the State
- Not new in the Highlands – community action, community run services, volunteering, Development Trusts, radical edge
- Growing in popularity nationally
 - UK – welfare to work programmes 2000s and Big Society 2010
 - Scotland - Christie Commission on co-production and CE Act – community ownership, asset transfer and Land Reform
- Emphasis in Highland First Programme with several commitments

A more responsible and active public

Pros

Many examples in Highland of the benefits

- More can be done and funded
- Communities sustained in remote areas
- Build individual and community capacity
- Better and more appropriate services can be provided
- With the right supports it can be very effective
- Members can lead the change

Cons

- Volunteer fatigue
- Maybe lower interest in 'substitutional volunteering'
- Perception of 'fiscal dumping'
- Some communities more active than others so can access more – uneven development
- Can reinforce inequalities
- Little evidence of community ownership improving the lives of the poorest people

Re-thinking our relationship with the public

What needs to change for redesign?

- The public as customers....
- The public as stakeholders....
- The public in need of more support....
- A more responsible and active public....

Insights for purpose, values and outcomes?

What is a Council's purpose?

Regional/local expectations

What the general public have told us matters to them – so far

1. The 5 most important Council services are: road repairs and potholes, winter road maintenance, refuse/bin collection, recycling facilities and primary education
2. There is dissatisfaction with the 2 most important services and relatively high satisfaction with the other 3
3. We are viewed positively on e.g. being approachable and helpful, quality of local services, being fair, aware of needs and listening
4. We are viewed negatively on involving people in how money is spent, representing people's views and being efficient.

What is a Council's purpose? Regional/local expectations

Some things to watch out for

- Panel gauges public mood in general for the Highlands
- Specific needs not prominent and we have legal duties for particular groups
- Need to complement the Panel with other approaches – e.g. focus groups for hard to reach groups, testimony sessions
- Be aware of impacts of redesign – avoid widening inequalities so may need to adjust proposals, identify transitional arrangements and be open to different arrangements for different groups in the community
- Some examples of tailored approaches from Bill

What is a Council's purpose? Regional/local expectations

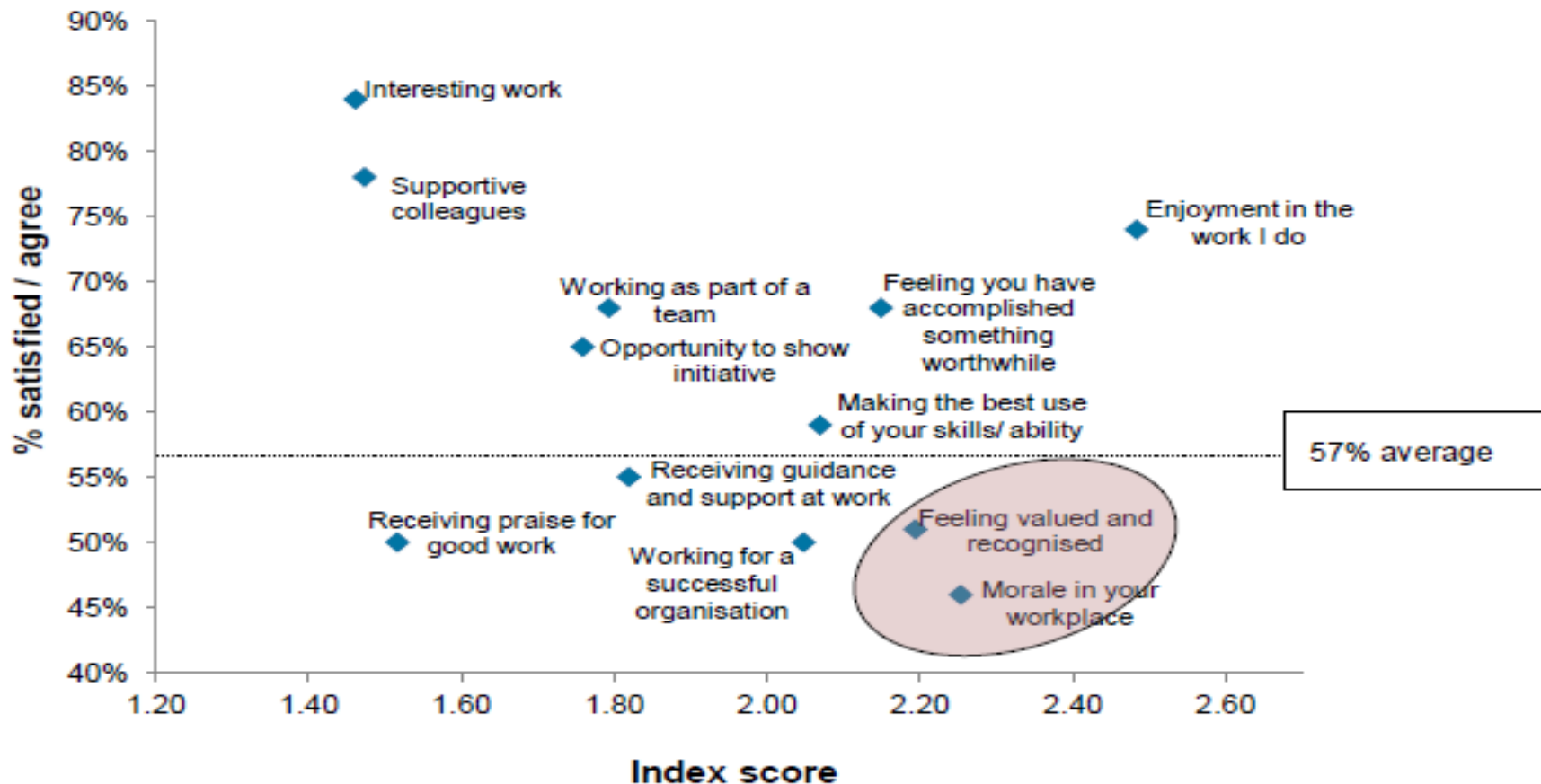
What needs to be designed in on public expectations?

Insights for purpose, values and outcomes?

What is a Council's purpose? Regional/local expectations

What staff have told us matters to them

Figure 9: The prioritisation of factors that impact on overall satisfaction with the job



Staff views

Key differences in satisfaction

Comparing a Service with low overall satisfaction and a Service with high overall satisfaction.

Key differences include:

	<u>Satisfaction Range %</u>	
• 'Change causes me concern and worry'	51 - 34	(avg 43)
• ERD in last 12 months	34 - 76	(avg 52)
• Kept in formed	48 - 69	(avg 54)
• Aware of Organisational values	54 - 84	(avg 57)
• Support and training in change	20 - 31	(avg 26)
• Fairer Highland Index	60 - 77	(avg 71)

Table 17: Measures included in the Fairer Highland Index

Q no.	Indicator
Q2a/K	Feedback on your performance
Q2a/N	Receiving praise for good work
Q2a/S	Opportunity to show initiative
Q2a/V	Feeling valued and recognised for the work I do
Q6/9	Cause of stress: Colleague's negative attitudes
Q6/15	Cause of stress: Management's negative attitudes
Q6/14	Cause of stress: Dealing with aggressive members of the public
Q6/16	Cause of stress: Harassment or bullying of any kind within the Council
Q7/11	My line manager / supervisor: Acts on my ideas/suggestions
Q7/8	My line manager / supervisor: Is open and honest
Q7/17	My line manager / supervisor: Encourages me to make my own decisions
Q13	To what extent do you agree or disagree that there is a culture in the Council where you are treated with dignity and respect?

What is a Council's purpose? Regional/local expectations

What needs to be designed in on workforce development?

Insights for purpose, values and outcomes?

What is a Council's purpose? Regional/local expectations

Discretionary services currently provided

- Includes internal facing services that enable the statutory functions e.g. HR, ICT, property maintenance, financial management
- Questions prompted by the list?
- Useful for thinking about:
 - Outcomes?
 - Identifying which functions you want to explore further?

Unique features of the council as a public body – national impact

Influencing national policy and campaigning activity since 1997 - examples:

- Community land buyouts
- A University for the H&I
- Community benefit from renewable energy dev.
- Land reform and RTB for tenant farmers
- Community ownership – land and marine resources
- Devolution of the Crown Estate
- Safety in the Minch - ETVs
- Housing debt write-off
- Land reform
- Trialling new approaches – GIRFEC, integration...
- Welfare reform
- Police and Fire Reform – control rooms, standing authority for armed police
- City Deal
- Broadband

Unique features of the council as a public body – regionally/locally

Other ways people are represented

Influencing other public bodies

Encouraging greater public participation in services and decisions

What needs to be designed in to reflect the Council's unique role?



Feedback on this session
Achieved, Benefits, Concerns, Do Next

Thank you

