

Redesign Board Workshop 3

7.6.16

Timeline and participation

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 works well - Members? And 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.**

Designing in more of what works well

Members said things work well ...

- Because we know what is needed in communities for them to be sustainable
- Because our ethos is about improving peoples' lives – making things easier for them
- When we have a respectful relationship with communities
- Because we are visible when needed and reassure the public
- When we have good partnerships
- Because of the quality of our staff: committed; enthusiastic; professional; courageous; can think strategically
- Because Councillors are committed – all share and see the value of the Council

Staff knowledge and views

Ways of involving

“Staff are experts in their own fields of service and therefore are valuable sources of information and ideas when considering change and new ways of delivering those services. It is important to remember that staff are also service users.”

Communications Strategy agreed at Board meeting 24.5.16

Staff knowledge and views

Ways of involving

As well as communicating through usual ways, the Board agreed 7 new approaches:

- 1. Trade Union representation on the Board**
- 2. Creating a staff panel to respond to surveys**
- 3. Local Focus Groups – 2 rounds for phase 1**
- 4. Staff Facebook page**
- 5. Board members shadowing front-line staff**
- 6. General discussions with Heads of Service for views on redesign – Phases 2 & 3**
- 7. New digital tools to ask for ideas, debate them and rank them**

Designing in more of what works well

200+ Managers and Team Leaders said things work well ...

- Because we are connected to our communities and when we work with them
- When we have a clear and common purpose, focusing on the person or community and outcomes
- When we work across service and professional boundaries
- Because of our staff commitment and 'Can Do' attitude
- Because of our public service ethos
- When external partnerships are good
- When we innovate and are empowered to make change happen
- When we manage change well
- When we use new digital tools to help

Designing in more of what works well

Community Planning partners said things work well in partnership with the Council ...

- When we focus on the outcome and are not constrained by organisational boundaries
- When we have a shared vision, shared purpose and a shared view on how to get there
- When we are clear how each partner contributes
- When we give up or shift power if that's what it takes to achieve the outcome
- When we have access to the scale of resources across Highland and in communities
- Where staff are empowered
- When we see challenge as helpful

Designing in more of what works well

Asking others what works well and why...

- Front line staff in local focus groups:
 - 358 in 12 local focus groups by 9th June
 - A further 240 staff in up to 10 focus groups by end June, targeting manual workers
- Highland Youth Parliament – 8th June
- Trade Union representatives – from 10th June

Will feed back by the Board meeting on 21st June

Re-thinking our relationship with the public

And what that means for how we engage...

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

Board insights on re-thinking our relationship with the public

- More than one way of seeing the public - use appropriate methods and support the skills needed
- Strong desire for more of the responsible and active citizens approach
 - **Re-set expectations**, accept we can't do everything we did before, become more enabling – supporting people and communities to do more for themselves;
 - **Tell the story** - draw on where it works now, appreciate the skills and groups in our communities and recognise different supports needed to be fair
 - Important **role for Members** in telling the story
 - Identify others with a support role – **clarity on who needs to do what**
 - **Transitional support** arrangements would help
 - Consider how **technology** can be empowering

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

Thinking about the Council's current functions...

- 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



The Highlands in 2030

Horizon Scanning

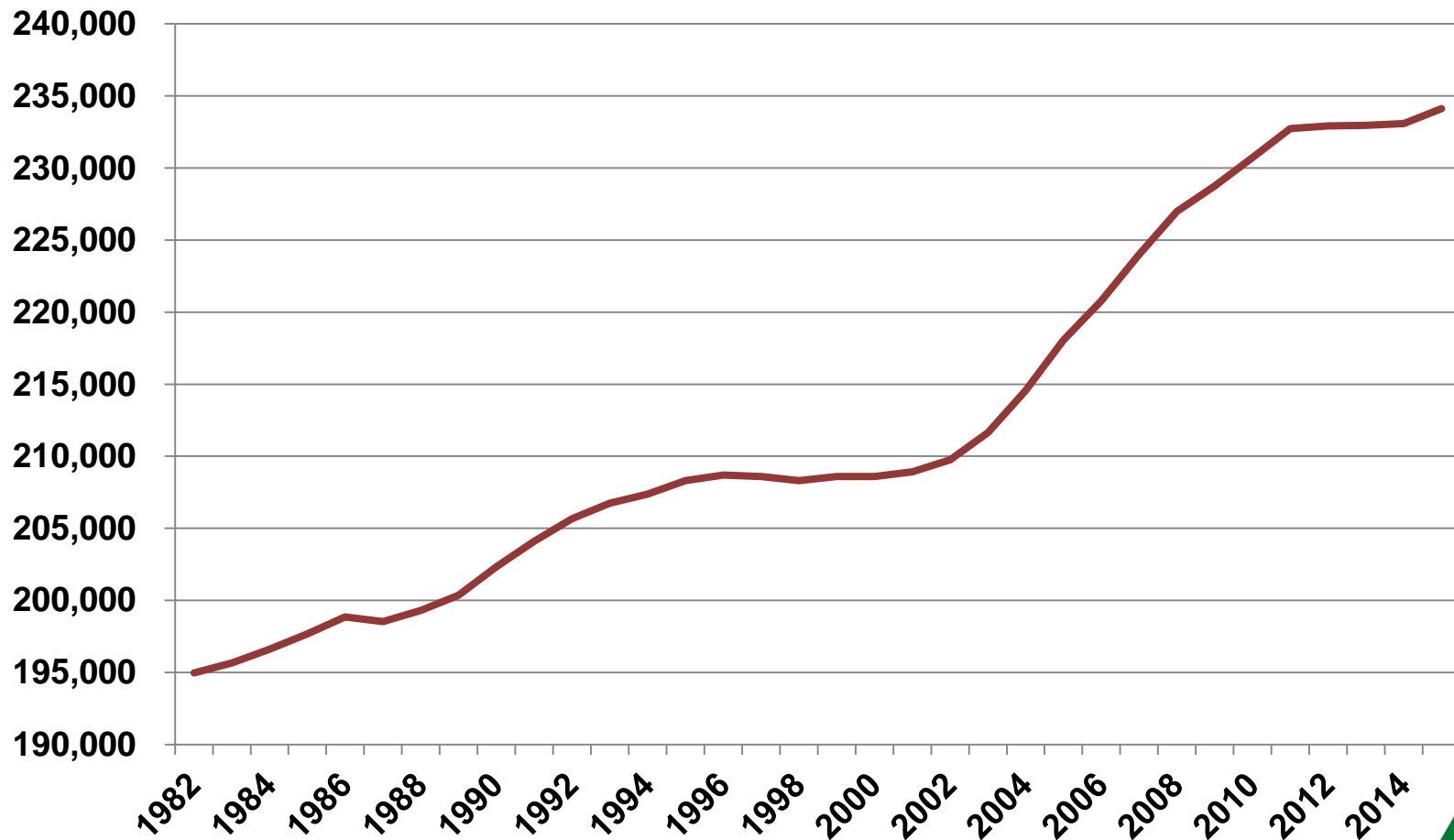
Stuart Black



Regional population

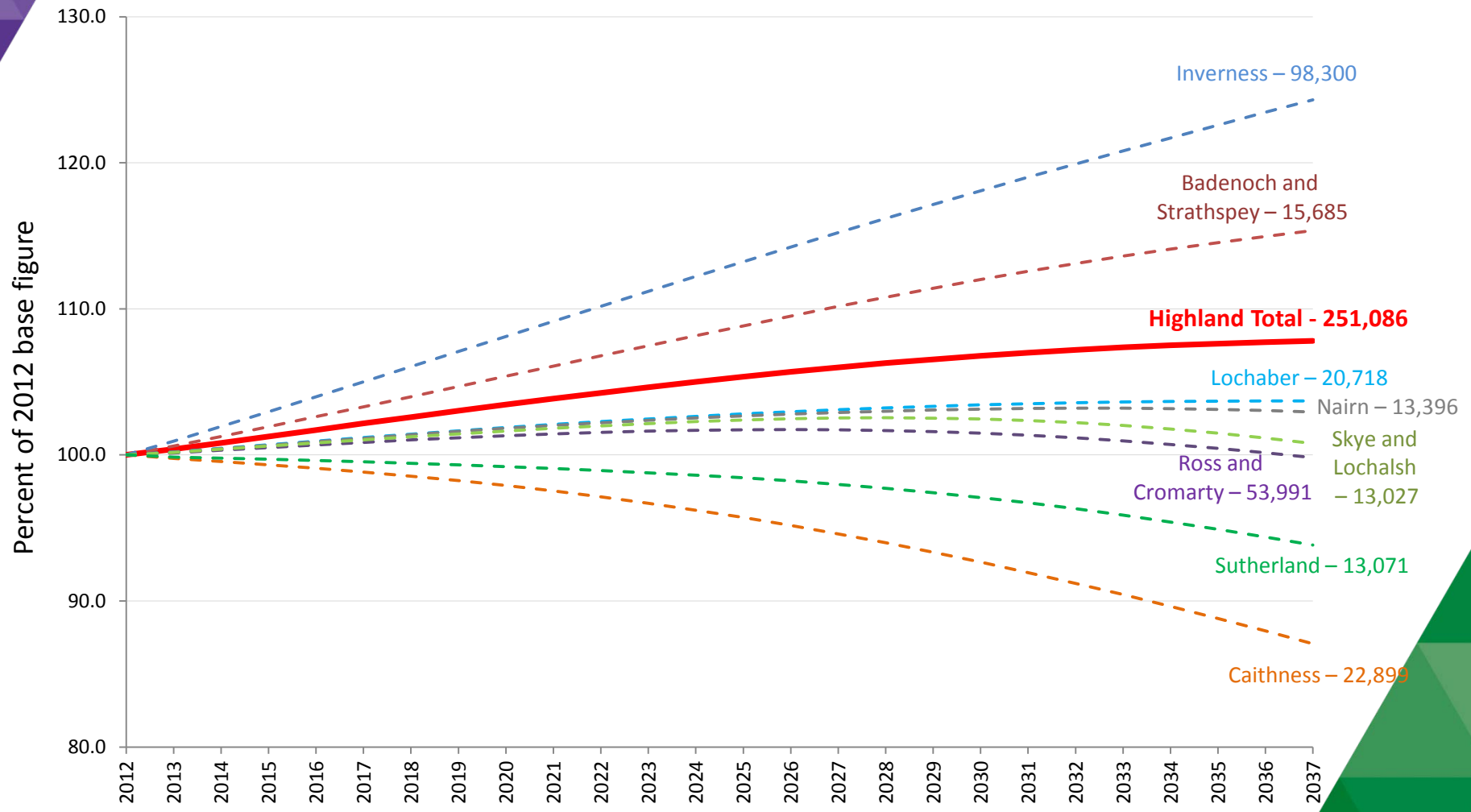
Annual Highland Population Figures (NRS Mid Year Estimates)

Annual Population 1982 on



Demographic changes in Highland wards

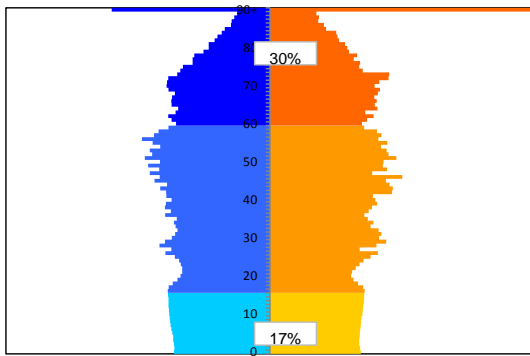
Highland Population Projections – in house – 2012 forward – by Area



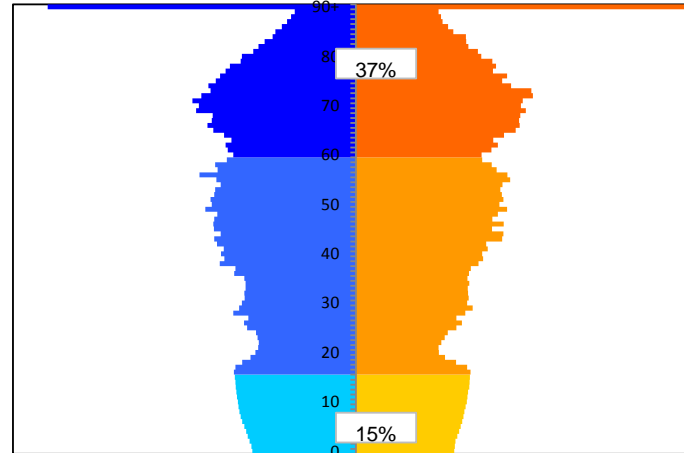
Regional population

2037 Age Predicted Profile

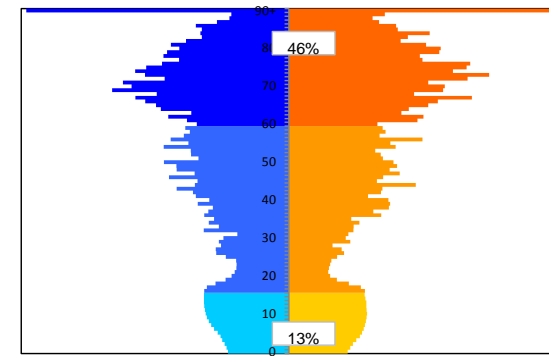
Inverness



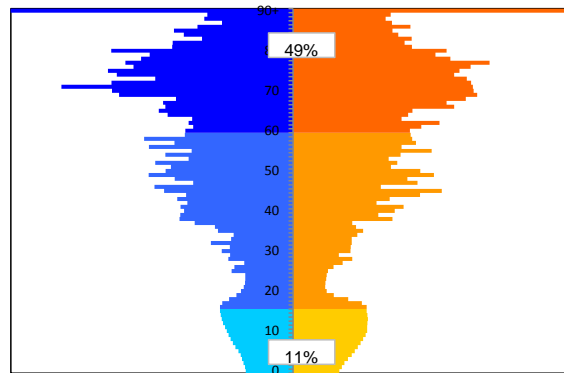
Highland Total



Skye & Lochalsh




Sutherland





Causes / Potential Effects

- Growth of Inverness
 - A9/A96 dualling
 - Superfast Broadband 4/5G
 - Change in the regional economy
 - Rural ageing
 - Out-migration of young people
 - UHI
- 




Responding to these challenges

Create the right conditions for sustainable economic growth in Highland

Scottish Economic Strategy – 4 I's:

- Investment
- Inclusive growth
- Innovation
- International

Collaboration of public, private and community sectors:

- Agree shared outcomes for the future
 - Co-ordinated planning, minimises duplication
 - Co-ordinate investment and lever
 - Enable communities to act and deliver where possible
- 



How do we address the opportunities?

1. Maintain the Highland Profile:

Advocacy & lobbying

2. Coordinate infrastructure & investment:

Planning & enabling

2. Make things happen:

Service delivery & partnerships



1. Maintain the Highland Profile

- Keeping the Highlands on the radar:
 - Scottish Government
 - Westminster
 - Government Agencies
 - Europe
- Scottish Cities Alliance

e.g. City Region Deal came from strong lobbying, political influence and partnership

1. Maintain the Highland Profile


ACTIONS

- Critical to maintain profile nationally
- Respond to localism agenda regionally



2. Infrastructure & Investment

Meeting tomorrow's needs by investing today

- Infrastructure delivery
 - Promotion of key growth sectors
 - World Class Digital Region - City Region Deal
 - Energy sector
 - UHI
 - Impact of major projects – enabler or developer?
- 


2. Infrastructure & Investment

ACTIONS

- ➔ Create a single vision for investment in people and places (link to 3. Making Things Happen>>)
- ➔ Coordinate our planning efforts
- ➔ Communicate to residents, workers and potential investors in Highland
- ➔ Collaborate with partners and communities to deliver shared vision



3. Make Things Happen

- Community planning partners
 - Local level focus
 - Shift from a service / function-based approach to project team / outcome based approach
 - Transparency in sharing information
 - Political and corporate leadership towards addressing outcomes
- 

3. Make Things Happen

ACTIONS

- ➔ Partners' take collective responsibility to draw up and shape service around shared outcomes and vision
- ➔ Strong political and corporate leadership to maintain path towards these outcomes
- ➔ Future service provision should take account of implications of future development

Conclusion

- Population
- Economy
- Connectivity
- Technology
- Communities
- Leadership & Vision

Thinking ahead and ambition

- Other external factors affecting redesign - information from a session with Heads of Service (political, economic, social, technological, legal and environmental factors)
- **Kenneth Hogg, Scottish Government Director**
- **Jim Savege, Chief Executive of Aberdeenshire Council**