

## **Concluding Phase 1 of the significant reviews for redesign Overview and summary of review report recommendations**

### **Introduction**

The full reports from 6/7 of first phase of significant reviews are circulated. The Board is asked to consider the recommendations made in each of the review reports. Board members attached to particular review teams can respond to any queries raised by the Board.

Where recommendations require formal Member approval from Members at this time, these can be included in the report to Council in March if supported in the workshop. All other recommendations supported in the workshop can be taken forward as operational matters within the service, some with support from other services and teams and some in discussion with partners. Some of these e.g. business cases, may need Member consideration at a future date.

As normal practice any recommendations that affect staff terms and conditions or staff roles and responsibilities would involve consultation with the staff affected and Trade Unions.

### **Overview of recommendations**

The Children's Services Review produced 13 recommendations that could deliver efficiencies, cost savings and improve outcomes. It identifies three themes of improvement: prevention; maximising use of most cost effective options; and partnership working.

The Review of Additional Support Needs Education (ASN) recommends 8 service areas for more detailed review work to make changes that deliver a more effective and efficient service. The areas focus on staffing, support and need.

The waste management review recommends a range of detailed actions including Member consideration and leadership for the strategy for the treatment and disposal of waste and the scope for energy from waste. Priority actions are identified and others are separated into short term and long term recommended actions.

The transport services review includes over 15 recommended actions covering the local transport strategy, public and community transport for the medium to long term and the Corran Ferry. For public and community transport this involves development work to be done in time for the next round of tenders in 2021 and community transport grants in 2018/19.

The street lighting review includes around 30 recommended actions with target timescales. These focus on: the lighting infrastructure; reducing energy costs; changes to supporting communities with Christmas lights; and workforce changes including the opportunity to

grow the service by offering it to others, in-sourcing some tasks and operating more commercially.

The street cleansing review makes both strategic and operational recommendations. They include changes for the workforce, commercial opportunities, lobbying, improved technology and process improvements as well as the production of a Highland litter strategy.

### **Types of recommendations**

**1. Recommendations that can be taken forward as an operational matter within the service**

These are listed at Appendix 1

**2. Recommendations that can be taken forward as an operational matter and the service needs support from others to do that - e.g. CIT, HR, Finance, partners**

These are listed on Appendix 2

**3. Recommendations that need Member consideration at this time before any implementation (and potentially to include in the report to Council in March)**

These are listed below and require a steer from the Board at the workshop for inclusion in the Council report.

Children's Services review – none

ASN review - Approval is sought to pilot the localisation of the assessment of need and resource allocation to an ASG (instead of the centralised model), with a pilot involving two ASGs in each of the 4 management areas initially.

Waste review -

Approval is sought at this time to progress the key strategic waste actions below.

- the identification and acquisition of waste transfer stations in the region (Lochaber and Aviemore initially and elsewhere if financial benefits), planning consents for them and consideration of in-house delivery in these areas;
- capacity /facility in Inverness for the mechanical treatment of residual waste and refuse derived fuel and associated business case development to consider in-house or ALEO options;
- finalising the business case for long term waste disposal in the region including whether and to what scale an energy from waste plant is appropriate;
- the establishment of a Board to enable oversight and pace on these key actions.

Approval is sought to procure route optimisation software to challenge cost and environmental impact of existing collection routes/frequencies. Costs are quantified at £70,000 and would have to be accommodated in the overall waste budget (as a spend to save measure).

Approval is sought to develop and implement a trial on changing the frequency of collections in the inner Moray Firth area.

Approval is sought to review the in-house/out-sourced options for the bulking up, sorting and storage of recycle.

Approval is sought to develop an affordability approach to waste collection that sets out proposals for: reviewing charges to ensure provision is at least cost neutral for - new, replacement and additional bins, commercial collections and fly-tipping on private land; introducing an administration fee for contract changes; reviewing charges for bulky uplifts and a new charge for garden waste and setting charges earlier and in time for each new financial year; analysing the net cost of routes for weekly commercial collections to consider changes where these are not cost effective; and the option of reducing/withdrawing roadside litter bins.

Approval is sought for members to take on a 'champion' role for recycling when speaking to school/local groups.

### Transport review

The financial support for contracted and non-commercial services and community transport has been agreed with five year contracts and three year agreements respectively. Members are asked agree to sustain these for these periods without further budget reductions to enable the review work recommended to be done. Review work may lead to renegotiation within these periods.

A review of contracted ferries and concessionary fares to support any budget savings approved.

### Street lighting review

The Capital Board is considering the acceleration of the LED replacement programme on 10.2.17. If agreed at the Board, Member approval can be sought in the report to Council.

Approval is sought to identify interested communities and consult with them on switching off lighting columns.

Approval is sought to revise the specifications and guidance for developers on street lighting, with final guidance brought back to Members.

Approval is sought to develop a policy to recover commuted sums from developers for the maintenance of street lighting and energy costs (subject to legal and D&I advice).

Approval is sought to change the way in which communities are supported with Christmas lights (currently some are recharged and others are not). This would entail ceasing the funding from the Council (@£30k per annum), assistance to communities to install their own lights (not electrical connections which can be done by the Council and charged for at £50), enabling the use of Council plant and equipment (insurance cover to be checked) at no cost and enabling street lighting electricians to provide the service in their own time and using Council plant. Alternatively the Council could charge for the service. Also to cease funding the installation of charity banners (£2.5k cost in Inverness 2016/17).

#### Street cleansing review

The review report highlights changes to the workforce as one way of dealing with the affordability challenge. It includes reducing the workforce and reviewing terms and conditions to reduce hours worked (37 to 35 hours). This would reduce standards. Proposals for the Council meeting in February affect street cleaning and no additional approvals for progressing this are sought at this time. The review report highlights the need for considerable consultation with staff and Trade Unions on these matters and the Board previously questioned why a reduction in working hours would be targeted only at this staff group.

Approval is sought for Members to lobby for the burden of litter picking from trunk roads to be transferred to the trunk road operator to free up staff time for other street cleaning.

#### **4. Recommendations that would need Member consideration in the future before any implementation**

These are highlighted below for information only.

##### Children's services

Some recommendations may require additional resources to realise longer term savings. Proposals could come forward from work streams to:

- increase the number of foster carers;
- see if a business case exists to invest resources differently - for developing specialist education provision in the region, the Hub 'No wrong door' approach for all children at risk and more Council owned or managed children's homes.

##### ASN

The potential roll out from the pilot to localise the assessment of need and resource allocation to ASGs (depending on any structure changes arising from redesign).

Proposals for improving the environment for children attending St Clements School may come to members through any work on re-prioritising the capital plan based on affordability. Prioritising St Clements School is recommended by the review as a priority for the schools capital budget.

#### Waste services

In addition to waste strategy decisions, future proposals may include:

- change of vehicle to allow collection of different waste types in one collection where costs are high and tonnage low;
- variable collection frequencies across areas, especially where collection costs are very high;
- a trial of fortnightly food waste collection; and
- delegated powers to vary charging according to market or a targeted approach to this delegation where collection and disposal is uneconomic.

#### Transport review

Future proposals for Members to consider would be:

- the strategy for school, public and community transport in advance of the next round of tenders.

Consideration of any business cases for:

- transfer of minibuses from managing establishments to central management to enable wider community use
- the future operation of the Corran Ferry

Potentially on the transfer of the school transport budget to the transport coordination unit.

#### Street lighting review

The development of a street lighting policy.

#### Street cleansing review

Potential future items for Members to consider are:

- The development of a Highland litter strategy; and
- Any business case for electric fleet vehicles and their funding sources.

### **5. Where further review team work is needed before any recommendations are made**

None of the reviews require ongoing review team activity, other than for the Administration in Schools Review. At the time of writing that report is awaited. As reported to the Board workshop on 10<sup>th</sup> January 2017, the timescales for that review are linked to the review of management in schools.

### Recommendations that can be taken forward as an operational matter within the service

#### Children's services review

Several recommendations can be taken forward as operational matters within the Care and Learning service and are already in progress. These include sharing good practice in Highland on prevention, evaluation of partner prevention projects and learning from approaches in other Councils (North Yorkshire identified). Staff roles and remits in family teams are identified for review to free up social workers from booking and monitoring accommodation and in exploring combining the residential, fostering and through care service teams. Reviewing allowances for foster carers. These may need HR and Finance team support and potentially Lean programme assistance (noted below). Work is underway to review the current provision for Third Sector providers against outcomes and value for money.

#### ASN review

The service can take forward two of the eight recommendations. These are: to refresh the matrix of need that informs resource allocation so that it captures the complexity of need better and captures evidence of improvement; and the recommendation on training for staff, assessing the current skill base, considering minimum level of qualification and monitoring through ERD.

#### Waste management review

Priority actions recommended are to refocus staff including the waste awareness team to maximise commercial opportunities, income generation and ensure regular contract management.

Short term actions are:

- To improve workforce management – analysis of staffing budget, review routes and time worked to reduce reliance on overtime and agency work, review crews numbers, review temporary posts at Inverness recycling centre, workload management and ensure team links with energy generation team (D&I). Staff side engagement as appropriate.
- To review budget responsibilities and commercial approaches – for clarity on service wide costs and income (with Finance Service involvement), review approach to advertising commercial charges, identify new commercial customers, dedicated commercial team to raise more income and encourage payment.
- Take partnership action – seek review of SEPA fee, review 3<sup>rd</sup> sector contracts
- Change administration – treat fly tipping reports as request for service not stage 1 complaint, engagement with non-payers through administrative

staff and not collections crews, run sheets to record only actions required and those that add value.

- Review recycling targets – to fit with affordability levels.
- Review vehicle use – data analysis to identify efficiency
- Review commercial routes

Longer term waste actions recommended are:

- To analyse costs for each route and ensure affordability is factored into service standards
- On workforce – review need for agency staff only once routes are optimised and to support staff improve signage at recycling centres and control access to them.
- To look at alternative options where there is limited capacity of storage bins (communal bins or all waste in one bin).
- Develop commercial waste marketing strategy.
- Review incidence of fly tipping.

#### Transport services review

It is recommended that current arrangements continue for

- incorporating the local transport strategy is incorporated into the local Development Plan
- the proposed strategic quality partnership with bus operators in Inverness.

It is recommended that in time for the next round of tenders to develop and implement a strategy for school, public and community transport that involves actions to:

- Analyse and adapt home to school network
- A review of contract terms and conditions
- Phasing of contracts
- Develop criteria for the prioritisation of non-commercial contracts
- Agree a range of options available for local transport services
- Continue to support and facilitate community transport
- Ensure community engagement in public transport network analysis, prioritisation of routes to support and selection of option for service provision.

#### Street lighting review

Actions that can be taken forward in the Service are listed below. Some are already in progress. They are:

- On infrastructure: Use the Excel Framework for accelerated LED roll out, include retroreflective signs and unmetered supply lighting at harbours as part of LED replacement programme, column and cabling replacement priorities established as part of capital programme
- On reducing energy costs: introduce part night dimming and incorporate into the street lighting policy, implement half hourly/average annual tariff

savings and support the reduced energy use during power audit periods, street lighting engineers challenge requests for additional street lighting, monthly budget monitoring and reporting, .

- On workforce: fill 2 vacant permanent posts and appoint 8 fixed-term posts (2 years) to support the accelerated LED roll out (if agreed at the Capital Board 10.2.17), remove scouting by March 2019, in-house staff to undertake structural testing of lighting columns, grow in-house business through commercial approaches below.
- On operating more commercially: charge commercial rates for design and installation fees for external developers; explore potential for offering services for lighting in Council premises and services for the trunk road network.

### Street cleaning

Actions for the Service to take forward in the next year are:

- The development of a Highland litter strategy that will include service standards, education on littering and its impacts, business responsibility, roles for community bodies and partners and enforcement action.
- A reduction in overtime payments and reduced service levels – this is being progressed through the savings previously agreed in December 2014.

### **Recommendations that can be taken forward as an operational matter and the service needs support from others to do that - e.g. CIT, HR, Finance, partners**

#### Children's Services Review

- Support from elsewhere in service
  - A discussion is recommended with ASL in schools to see how that service can identify the risk factors for children that signal potential for entry into care with a view to preventing it. This will involve sharing best practice and potentially re-prioritising the ASL resource locally.
- Support from HR
  - As noted above for review of some roles and responsibilities and team integration. Staff side engagement as appropriate.
- Support from CIT
  - Seeing if a 'spend to save' business case exists for: developing specialist education provision in the region; for a Hub 'No wrong door' approach for all children at risk; and for capital expenditure for more Council owned or managed children's homes.
  - Lean reviews could be offered for reducing timescales for foster carer assessments and in reviewing roles, responsibilities and tasks involved in commissioning and monitoring accommodation
  - Ongoing CIT procurement support for places purchased. This may need a dedicated resource. A move to the Scotland Excel contract could save £100k per annum.
  - Consider formal partnership/contract with external fostering agency.
- External or CIT support could be sought for:
  - Professional marketing to increase the number of foster placements and recruit new carers
  - External facilitation to run workshops to improve case monitoring and review for high cost accommodation placements. This might help challenge existing assumptions and practice.
- Support from Finance
  - Linking budget management arrangements to any change in roles and responsibilities (e.g. accommodation booking) and ensuring sound financial management and reporting.
- Partnership working and discussions
  - Assessing and evaluating the supervision at home partner projects as alternatives to entry into care (Action for Children and Aberlour Child Care Trust).
  - Discussions with NHSH are needed to improve access to mental health services and to challenge whether a clinically based model is best. Another approach to appraise would be transfer some of the responsibilities to the Council to prevent accommodation requirements arising.
  - Discussions with NHSH to enable transfer of services to NHSH for children currently accommodated with ASN over 18 years of age.

## ASN review

- Support from elsewhere in Council
  - Move to a system of assessing need and allocating resources to an ASG. This needs to align with the work underway on the management of schools (requires discussion with the Head of Education) and the recommendation for specialist hub provision for children in care (requires discussion with the Head of Children's Services). A request for Lean programme support is also made to support a pilot of the approach this year (in 8 ASGs).
  - HR support is required to clarify the difference between PSA 1 and PSA2 job roles and ensure correct grades are in use. Also to ensure ASN appointments are made to ASG areas rather than to a specific school given the changing ASN needs over time. Staff side engagement as appropriate.
  - HR and ICT support is required to manage and monitor staff absence.
  - Assessing transport requirements, and integrating that in the online enrolment form and reassessing through the Child's Plan process. CIT/ICT support is required.
  - Undertaking a digital capability review to see how SEEMIS could improve efficiency. This requires CIT/ICT support.
  - Support from D&I and Finance Service to review provision at St Clements Special School with a view to moving away from poor quality old fashioned facilities and ASN provision through mainstream campuses where ever possible to improve efficiency and effectiveness.

## Waste services

As a priority it is recommended that a development strategy for the Seater Landfill Site is prepared along with a plan for commercial opportunities post 2021. Support from the D&I service and the CIT (Commercial Manager) is needed.

In the short term recommended actions that need support from others are:

- From Corporate Development and Finance Services
  - Facility for on-line, telephone or Direct Debit payments for bin payment in advance; understand overtime costs and opening times of recycling centres
- From Finance
  - Procurement support to remove or relocate un-used or under used glass recycling banks from contract (*local Members would need to be informed too*);
  - standardise the process for recovery of unpaid accounts, debts pursued quicker and collection service ceased where appropriate (roles understood);
  - support for charging policy to understand net income, costs of collection and disposal, landfill taxes and other overheads;
  - NDR bills to include information about commercial waste and benefits of HC service; process for waste transfer notice to be in place for those not taking up Council service;
  - affordability calculations for recycling centres;

- With communities – develop authorised disposal of bulky goods
- With Education service to include waste awareness/recycling into the curriculum.

Longer term recommended actions that need support from others are:

- Build on the links between the waste team and energy team and the scope for planning guidance on communal bins (D&I);
- Learn from the Fife ALEO to run waste functions
- Finance Service support for on-line waste contracts and renewals and transfer notices, effective billing of customers through Integra or another system, profit and loss calculations and support to identify how to reduce costs to be competitive.
- Support from Corporate Services - ICT support to implement the ZWS fly-tipping mapping tool and improvements to analysis of CRM fly-tipping data.

#### Transport services review

The following recommendations need support from others:

- From the C&L Service: in time for the next round of tenders to develop and implement a strategy for school, public and community transport:
  - to transfer the school transport budget to the transport coordination unit with agreements between services of governance and responsibilities
  - develop a joint C&L/Community Services business case for committee decision on the transfer of HC minibuses from the managing establishment to central management. This should enable assets to support the community sector and in-house provision to maximise vehicle use. It would need to address concerns and opposition and enable effective bookings. An open mind to the case would be needed.
- From CIT or external support to develop a business case for the future operation of the Corran Ferry including appraisal of the in-house, ALEO and out-sourced by transfer to another provider. The outcome would be considered at an appropriate Committee (*with scope for Member involvement in the options appraisal according to any new governance /policy development arrangements arising from redesign*).
- Potential ongoing support from CIT for the transport programme depending on capacity within the transport coordination unit.

#### Street lighting review

Actions that need the support of others to be taken forward are:

- Finance Service – Integra financial system to be up-dated to allow plant costs recovery;
- ICT/ CIT support to roll out hand held computers for all work teams;
- Cross-service / ELT support to empower and encourage RPOs to switch off lights in and around buildings and car parks and develop a policy on excessive lighting. List of RPOs to be refreshed. RPOs are found across more than one service and

the lack of consistency in line management means this action requires ELT support.

- Legal advice and D&I support is needed around the recovery of commuted sums from developers for the maintenance of street lighting – if Members agree this approach.

### Street cleansing

There are actions recommended that require support from other services:

- From ICT/CIT on mobile technology to support route management and a more efficient response to customers. For fly-tipping responses this requires liaison with the waste management team.
- CIT on commercial and income generation opportunities (sponsorship, hoardings and services to land owners)
- CIT on a lean review of street cleansing
- A review of CRM to enable a more efficient response to complaints
- Work with the Energy Savings Trust to develop a case for electric fleet vehicles and funding sources