

# Review activity to support redesign

---

Gnìomhachd ath-sgrùdaidh  
airson taic a chur ri  
ath-dhealbhadh

# Contents

---

<b>Outcome 1</b>	page 4
<b>Outcome 2</b>	page 7
<b>Outcome 3</b>	page 9
<b>Outcome 4</b>	page 13
<b>Outcome 5</b>	page 15

## Introduction

---

The Redesign Board has looked at all of the 270 functions carried out by the Council. It has considered what we know about:

- the Council's legal duties to carry them out;
- how much is spent on them;
- how well we perform them;
- how the public views them; and
- if any contracts with others to provide them are coming to an end over the next 2 years.

With this information the Redesign Board has identified the next steps for review. These are described here:

- 1.** There are around 120 functions proposed to be in scope for some kind of review. These are listed in this booklet.
- 2.** For some functions mini reviews will be undertaken for example on a review of charges and income. These are shown in the booklet. For others it is too early to tell what a review will mean but the Redesign Board is open to a range of options being considered.
- 3.** The options include:
  - In-house services – how to run these better and more efficiently;
  - In-sourcing of services currently contracted out;
  - Shared services – both provided by us and provided for us;
  - Outsourced services – and looking at different ways of commissioning these (e.g. by outcomes, by payment by results, by social impact);
  - Services delivered in partnership and integrated services;
  - Arms-Length External Organisations and Trading Operations to enable more commercial practice and sustainability of service;
  - Community-run services;
  - Opportunities for new place-based approaches with partners; and
  - Stopping services (using the guidance from the Accounts Commission on how to go about this along with an assessment of the impact on different groups in our community and in different places).

4. Undertaking reviews on around 120 functions would mean a significant programme of work beyond 2017/18, so in September 2016 the Board will prioritise the functions identified for review in 2016/17. Where reviews are already underway or planned this will be taken into account.
5. The Board has also identified if the functions for review should be prioritised as essential or desirable for the Council to deliver. This classification is also shown in the booklet. For some functions no prioritisation was made, mainly because further information is needed and for some there are questions about whether the Council is best placed to provide the service. These are shown as not classified.
6. As well as looking at individual functions, the Board has recognised that there are strategic issues to address in redesign. These are included in the booklet and described as the strategic part of the review. Some relate to national reviews underway, some relate to our partnership working and others are about structures and operating arrangements of the Council.
7. Council has agreed that the reviews are done by internal challenge and review, like peer review, drawing on the talent within the Council supported by review guides and methods. There would be a number of ways for staff to be involved in this process. External support may also be sought from the Local Authority Improvement Service, partners, professional bodies and external organisations.
8. The Board is also considering in September how best to involve the views of the public in the review phase of its work. It recognises the importance of engaging with:
  - The public in general - with the options of using the Citizens' Panel and new digital approaches;
  - Representative groups within the community, including Community Councils and other community bodies;
  - People using the service under review, with a particular focus on how to understand how changes might affect them before any decisions are made.

## The Values agreed for the Council developed by the Redesign Board

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

### For further information:

Redesign papers are published on the website:

[www.highland.gov.uk/info/20003/committee\\_information/696/redesign\\_of\\_the\\_highland\\_council\\_board/5](http://www.highland.gov.uk/info/20003/committee_information/696/redesign_of_the_highland_council_board/5)

Staff facebook group:

[www.facebook.com/groups/1595118924151802/](https://www.facebook.com/groups/1595118924151802/)

# Outcome 1

---

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

## Outcome 1 Groups

Functions supporting this outcome are grouped into:

- Supporting economic growth (Highland is an attractive place to do business).
- Supporting business (with key sectors supported making the most of our outstanding natural resources).
- Ensuring safe and responsible business practice.
- Inclusive economic growth (economic growth is shared across the region with opportunities for all to contribute and benefit, making the most of the skills of our people and developing them).

## The strategic part of the review will involve discussions with partners and Government on the role of all public bodies in:

- economic growth (including the Council's roles), reviewing who should do what and to be involved in the Government's review of HIE, SDS and the Scottish Funding Council;
- supporting community groups, bodies and social enterprises to run services in their communities, reviewing who should do what to develop the best possible support framework; and
- protecting beneficiaries of European monies, and to identify what will replace European funding.

## Individual reviews to focus on the functions

- Supporting economic growth (Highland is an attractive place to do business)

### Statutory functions, little discretion

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

### Statutory functions, with discretion

for the Council to choose levels, standards or frequency of service and levels of expenditure.

### Discretionary functions

with Council choices over whether to perform or not, the standards and level of expenditure.

#### Capital Programme & management

(+ outcome 5)

Essential

#### Airstrips

(+ outcome 2)

Not classified

#### Major developments pre-application service

Desirable

Review of charging.

#### Highland Economic Forum

(+ outcome 2)

Not classified

#### Local pre-application service

Desirable

Review of charging.

#### Harbours

(+ outcomes 1,2)

Not classified

- Supporting business (with key sectors supported making the most of our outstanding natural resources).

### Statutory functions, little discretion

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

### Statutory functions, with discretion

for the Council to choose levels, standards or frequency of service and levels of expenditure.

### Discretionary functions

with Council choices over whether to perform or not, the standards and level of expenditure.

#### Tain Mussel Fishery

Not classified

#### Tourism

(+ outcome 2)

Not classified

#### Business development finance

Not classified

#### Collection of monies for Business Improvement Districts (BIDs)

(+ outcome 5)

Desirable

Review of cost.

- Ensuring safe and responsible business practice (with key sectors supported making the most of our outstanding natural resources).

**Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

**Liquor and gambling licensing**

**Essential**

Review of advertising costs.

**Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

**Environmental health licensing and health and safety at work enforcement**  
Includes essential and desirable activities

**Trading standards**  
Includes essential and desirable activities

**Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

**Materials testing lab construction projects**

**Desirable**

Review income generation.

- Inclusive economic growth (economic growth is shared across the region with opportunities for all to contribute and benefit, making the most of the skills of our people and developing them).

**Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

**Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

**LEADER**  
(+ outcome 1)  
Not classified

**Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

**Employability service**  
(+ outcome 3)  
Not classified

# Outcome 2

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

## Outcome 2 Groups

Functions supporting this outcome are grouped into:

- Protecting the world class environment.
- Enhancing the world class environment.
- Enjoying the world class environment.

## The strategic part of the review will involve exploring:

- how to enable enthusiasts and others to be more involved; and
- new service delivery and governance models with other public bodies and community groups.

## Individual reviews to focus on the functions

- Protecting the world class environment

### Statutory functions, little discretion

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

#### Management of licensed sites

##### Essential

Review of all waste functions.

#### Waste transport and disposal

##### Essential

Review of all waste functions.

### Statutory functions, with discretion

for the Council to choose levels, standards or frequency of service and levels of expenditure.

#### Energy reduction projects

##### Desirable

To exclude HRA projects.

#### Collection of waste

##### Essential

Review of all waste functions.

#### Food waste collections

##### Desirable

Review of all waste functions.

#### Collection of recycle

##### Desirable

Review of all waste functions.

#### Commercial waste

##### Essential

Review of all waste functions.

### Discretionary functions

with Council choices over whether to perform or not, the standards and level of expenditure.

#### Energy strategy

##### Desirable

#### Recycling waste

##### Desirable

Review of all waste functions.

#### Green waste

##### Desirable

Review of all waste functions.

#### Bulky uplifts and fly tipping

##### Desirable

Review of all waste functions.

#### Education and awareness on waste and recycling

##### Desirable

Review of all waste functions.

## ● Enhancing the world class environment

### **Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

### **Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

### **Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

**Forestry service**  
Desirable

**Highland Environment Forum**  
Not classified

**Environmental health: contaminated land**  
Essential

**Amenity grass cutting**  
Desirable

**Road verge and grass cutting**  
Essential

**Cemetery grass cutting**  
Desirable

**Environment capital projects**  
Not classified

## ● Enjoying the world class environment

### **Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

### **Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

### **Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

**Harbours**  
(+ outcomes 1,3)  
Not classified

**Tourism**  
(+ outcome 1)  
Not classified

**Long distance paths**  
Essential

**Countryside rangers**  
Not classified

**Provision of civil amenity sites**  
Desirable

**Planted areas**  
Not classified

**Environment facilities management**  
Not classified

**Fly tipping**  
Desirable

**Street and road cleansing**  
Essential



# Outcome 3

---

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.

## Outcome 3 Groups

Functions supporting this outcome are grouped into:

- An attractive place to live (Note: links to the outcome 2 on environment).
- Achieving potential (Note: links to outcome 4).
- Connected by good infrastructure, amenities and services.
- Enjoying a good quality of life growing up and growing older.
- Safe communities.
- Taking care of each other and looking out for those who need more support.

## Individual reviews to focus on the functions

- An attractive place to live (Note: links to the outcome 2 on environment)

### Statutory functions, little discretion

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

---

### Statutory functions, with discretion

for the Council to choose levels, standards or frequency of service and levels of expenditure.

---

### Discretionary functions

with Council choices over whether to perform or not, the standards and level of expenditure.

---

### Gaelic language plan

Desirable

---

### Providing recreational, sporting and cultural facilities

Desirable

Review focus limited to public libraries and archive services.

### War memorial safety and amenity

Not classified

## ● Achieving potential (Note: links to outcome 4)

### **Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

### **Primary education**

#### **Essential**

Review focus on administration in all schools.

### **Secondary education**

#### **Essential**

Review focus on administration in all schools.

### **Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

### **Gaelic medium education**

#### **Essential**

Review focus on administration in all schools.

### **Quality improvement in schools**

#### **Desirable**

Review focus on whether the reduced size of the team enables effective delivery.

### **School hostels**

#### **Desirable**

### **Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

### **Music tuition**

#### **Desirable**

### **School catering – paid meals service**

#### **Desirable**

## ● Connected by good infrastructure, amenities and services

### **Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

### **Private sector housing grant**

#### **Essential**

Review focus on full cost recovery.

### **Environmental Health water supplies**

#### **Essential**

All environmental health functions reviewed together.

### **Environmental health food safety**

#### **Essential**

All environmental health functions reviewed together.

### **Environmental health other functions (public health)**

#### **Essential**

All environmental health functions reviewed together.

### **Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

### **Harbours**

(+ outcomes 1,2)

#### **Not classified**

### **Local transport strategy**

#### **Desirable**

All transport functions to be reviewed together.

### **Quality bus partnership**

#### **Desirable**

All transport functions to be reviewed together.

### **Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

### **Public transport**

#### **Corran Ferry**

#### **Not classified**

All transport functions to be reviewed together.

#### **Community transport**

#### **Desirable**

All transport functions to be reviewed together.

#### **Car parking and car parks**

#### **Desirable**

Review focus on charging.

#### **Public conveniences**

#### **Desirable**

## ● Enjoying a good quality of life growing up and growing older

### **Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

### **Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

### **Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

### **Allied Health Professionals (NHS)**

**Essential**

### **Commissioned preventative services**

(+ outcome 5)

**Desirable**

### **Adult social care**

**Essential**

### **School nursing (NHS)**

**Essential**

## ● Safe communities

### **Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

### **Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

### **Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

### **Navigation lights**

**Not classified**

### **Environmental health pest control enforcement**

**Not classified**

Part of the wider review of environmental health functions.

### **Violence against women, Women's Aid & MARAC (Multi Agency Risk Assessment Conference)**

**Essential**

### **Street lighting**

**Desirable**

### **School crossing patrollers**

**Desirable**

### **Pest control service**

**Not classified**

Part of the wider review of environmental health functions.

● Taking care of each other and looking out for those who need more support

**Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

**Mental health officers**

Essential

**Social Work Looked after Children Services**

Essential

**Fostering and adoption services**

Essential

**Child protection social work**

Essential

**Assessment of children's needs and risks**

Essential

**Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

**Residential child care**

Essential

**Additional support for learning**

Essential

**Specialist services (includes vision support and assistive tech.)**

Essential

**School transport – additional support needs**

Essential

**Money advice and income maximisation**

Desirable

**Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

**Employability service**

(+ outcome 1)

Not classified

**Commissioned preventative services**

(+ outcome 5)

Desirable

# Outcome 4

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

## Outcome 4 Groups

Functions supporting this outcome are grouped into:

- Functions supporting rights of community bodies and community action (Highland communities better supported to do things for themselves, opportunities for wider participation in community-led services)
- Functions supporting Citizens' Rights (opportunities for wider participation in local decision making)
- Functions supporting representative democracy (opportunities for wider participation in local decision making)

## The strategic part of the review will involve

- Making the links with the Commission for Highland Democracy;
- Exploring with partners and community bodies how to ensure we have the right support infrastructure in the region for community bodies to do more in and for their communities. The Board recognises the high levels of reported volunteering in Highland and is keen to facilitate more of this community involvement and to support any transition of services to be run by communities.

## Individual reviews to focus on the functions

- Functions supporting rights of community bodies and community action (Highland communities better supported to do things for themselves – opportunities for wider participation in community-led services)

### Statutory functions, little discretion

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

### Community right to participate

Essential

### Asset transfer to community groups

Essential

### Statutory functions, with discretion

for the Council to choose levels, standards or frequency of service and levels of expenditure.

### LEADER

(+ outcome 1)

Not classified

### Charitable Trust Administration

Not classified

### Discretionary functions

with Council choices over whether to perform or not, the standards and level of expenditure.

### Supporting Community Benefit Negotiations

Not classified

- Functions supporting Citizens' Rights (Opportunities for wider participation in local decision making)

**Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

**Citizens' Right to Know – FOI, Data Protection, Complaints, Ombudsman etc.**

**Essential**

Review focus to be on identifying where to improve performance.

**Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

**Public performance reporting**  
**Essential**

Review focus to be on identifying where to improve.

**Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

- Functions supporting representative democracy (Opportunities for wider participation in local decision making)

**Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

**Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

**Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

**Elections – public information**  
**Essential**

Review focus on cost recovery for information associated with election counts available to political parties, agents etc.

**Democratic services and support for local committees**  
**Essential**

**Supporting the Community Planning Partnership, Local Committees and District Partnerships**  
**Desirable**

**Engagement and Scrutiny of Police and Fire Services**  
**Desirable**

Review focus on rationalising the number of places for reporting.

# Outcome 5

---

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.

## Outcome 5 Groups

Functions supporting this outcome are grouped into:

- Being resource efficient and trying out new approaches for the public purse as a whole (property resources / management of financial, legal, performance and business support functions).
- Work smarter using up to date technology and trying out new approaches.
- Business-like using commercial processes.
- Supporting a public service ethos among staff and Members.
- Being preventative.

## The strategic part of the review will involve:

- Exploring with partners how to get a better focus on the public purse as a whole and to seek out opportunities for shared services, especially on depots, fleet maintenance and property;
- Reviewing the rationale for property functions to be spread across three Council services and whether alternative arrangements would enable improvement and more strategic leadership;
- How to have a stronger focus on running services commercially, potentially re-grouping them in the Council and enabling greater strategic leadership;
- How to enable more preventative services to be developed.

## Individual reviews to focus on the functions

- Being resource efficient and trying out new approaches for the public purse as a whole - property resources

### **Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

#### **Regulated property maintenance (H&S)**

Essential

#### **Technical support to Community Services**

Essential

### **Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

#### **Energy and engineering design service**

Desirable

#### **Capital Programme & management (+ outcome 1)**

Essential

#### **Facilities management (recommend rename to janitorial services)**

Essential

#### **Estates service**

Desirable

#### **Cleaning**

Essential

#### **Depots – for vehicles**

Desirable

Review focus on shared services and commercial potential.

#### **Stores and procurement**

Desirable

#### **Fleet (vehicles and plant maintenance)**

Desirable

Review focus on shared services and commercial potential.

### **Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

#### **PPP projects**

Essential



- Resource efficient and trying out new approaches for the public purse as a whole – management of financial, legal, performance and business support functions

**Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

**Audit Scotland Fee**  
Essential

**Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

**Procurement function**  
Desirable

**Collection of Scottish Water charges**

Not classified

Review to focus on full cost recovery.

**Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

**Collection of monies BIDs**  
(+ outcome 1)

Not classified

Review of cost.

**Insurance**

Essential

- Work smarter using up to date technology and trying out new approaches

**Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

**Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

**Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

No functions were identified to be in scope for review. Work is already underway on the proposed Digital Highland Programme and the re-provisioning of ICT arrangements.

- Business-like using commercial processes

**Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

**Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

**Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

**Programme management of transformation work streams**  
Desirable

**Asset rationalisation**  
Desirable

**Commercial practice**  
Not classified

**Procured legal services**  
Not classified

## ● Supporting a public service ethos among staff and Members

### **Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

---

### **Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

---

### **Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

---

**HR – Equalities and  
Employment law compliance**  
Essential

---

**Payroll**  
Essential

**Human Resources**  
Essential

---

**Workforce planning and  
staffing**  
Essential

Review to include the case for deployment of teams in two Services or to integrate them.

## ● Being preventative

### **Statutory functions, little discretion**

i.e. levels or standards are set nationally or externally and with consequences on size of expenditure.

---

### **Statutory functions, with discretion**

for the Council to choose levels, standards or frequency of service and levels of expenditure.

---

### **Discretionary functions**

with Council choices over whether to perform or not, the standards and level of expenditure.

---

**Commissioned preventative  
services**  
(+ outcome 3)  
Desirable



