**Redesign Board Workshop**

**27.6.17**

**Summary and action note**

1. **Welcome and apologies**

Board members Present: Cllr Lobban (Chair), Cllr Davidson, Cllr MacKinnon, Cllr Reiss, Cllr Maxine Smith, Cllr Bremner (by VC), Cllr Louden, Cllr Christie, Cllr Caddick, Cllr Callum Smith, Cllr Jarvie, Cllr Andrew Sinclair

Apologies from Board members:Cllr Baxter, Cllr Wilson, Cllr Ian Cockburn, Cllr MacKenzie.

Other members present:Cllr Boyd, Cllr Henderson, Cllr MacLean, Cllr Currie

Staff present: Steve Barron, Carron McDiarmid, Michelle Morris, Derek Yule. For specific items: (6a) Steve Walsh, Elaine Barrie, Gena Falconer, Hannah Tinsley, Fiona Grant and Marina MacDonald; (6b) Michael Kelly and Martin MacDonald; (7a) Tracey Urry.

1. **Board Membership**: Confirmation of the Trade Union representatives is awaited and should be notified after 27.6.16.
2. **Working style of the Board**: Most of the meetings will be in workshop format, so held in private and open to all Members to attend. Participation by video conference is hindered for workshop style meetings but is suitable for formal Board meetings which would be held when decisions are required. Formal Board meetings are held in public with papers published in advance and run like Committee meetings.
3. **Calendar of meetings**: Invites will be issued for monthly Board meetings, most likely to be workshops and on the following dates: 15.8.17, 12.9.17, 10.10.17, 14.11.17, 12.12.17, 16.1.18, 13.2.18, 13.3.18, 17.4.18, 15.5.18, 19.6.18. Additional meetings may be needed for formal Board meetings in advance of Council, so invites for provisional meetings will be sent for 29th August, 17th October and 5th December.
4. **Approach to developing the remit and work plan**: the workshop on 15th August will be used for this purpose to report to the Council meeting on 7th Sept.
5. **(a) Being more commercially-minded – Up-date on Lean reviews:** HR and Occupational Health referrals. Members welcomed the achievements and enthusiasm of staff and congratulated them in using the Lean process to: simplify the steps; reduce unnecessary contacts in the process; improve contractor’s compliance; improve manager access to service; and take £62k in savings in 2017/18. They noted that longer term benefits are expected to show across performance indicators and in reducing sickness absence, especially for those staff referred with mental health concerns. A survey of managers is planned to gauge their views of the changes made too. The team is also identifying where else to apply the approach in other HR processes. Members are interested in having up-dates from Lean reviews across the programme.

(b) **Update on the business case for the Council becoming an energy supplier:** Work is underway with a view to taking a business case to the Council meeting in October 2017. The work to date has focused on defining the case for change and identifying the opportunities with social and economic outcomes. 11 opportunities are identified and these need further discussion, with a workshop planned for 6th July (9am to 1pm at HQ). Up to 4 Members and a Trade Union representative are invited to take part at that workshop to share their thinking. **Interested Members are to email the Convener to express their interest ASAP**. This work stream may transfer to the Commercial Board if that new Board is agreed at Council on 29th June 2017.

1. **Being more open minded – peer reviews:** having noted the papers circulated the Board:
   1. Heard the up-date on progress with the street lighting review covering LED replacement, temporary workforce arrangements, the scope for shared services with Bear Scotland and Orkney Islands Council and the savings expected. Further policy development will need Member involvement, including on the support for Christmas lights and light dimming and removal. Further engagement with Bear Scotland is to be pursued especially for roads repairs and winter maintenance in rural and remote Highland. **Any member with concerns raised about street lighting levels from their constituents should contact Tracey for a response.** The street lighting team were commended on their responsiveness and engagement with communities.

Future meetings are to include up-dates on implementing reviews and to include savings expected and achieved.

The link to see all [concluded peer reviews](http://www.highland.gov.uk/downloads/file/17551/redesign_review_reports) is to be circulated and to follow up-dates on action plans Members can access the [Redesign SharePoint Site](http://ntsp2010web/sites/RedesignSite/SitePages/Home.aspx) . This also includes the Lean Programme of reviews. This is an internal link only.

* 1. Members agreed with the findings presented on improving the peer review process. This included seeing peer reviews as one form of review and appropriate for reviewing models of service delivery. Other new types of review would be Lean reviews, commercial reviews and community-reviews and these would sit alongside current reviews from professional practice, national policy change, audit and Digital First reviews.

Changes for the Board mean when peer reviews are instigated they will return to the Board early on to have the scope confirmed and instead of Values Champions, Directors (not responsible for the service being reviewed) will be asked to provide officer challenge and support prior to recommendations being made to the Board. Reviews will have a staggered start to enable more time for considering each review when it reports its findings to the Board. Members attached to reviews should have little knowledge of the service being reviewed to enable fresh eyes and an open mind for the review. Other changes will support review teams and Heads of Service better and these will be made.

* 1. Members agreed to proceed with the peer reviews identified last year for music tuition and commissioned preventative services**. Members with an interest in being attached should contact the Convener ASAP, noting the advantage of coming to reviews with little knowledge or experience of the service area.** The Chief Executive will select staff teams. An up-date on teams will come to the next workshop.
  2. Members considered the list of other reviews identified previously and agreed not to proceed with peer reviews at this time for:
     1. adult social care (other approaches are under consideration);
     2. HLH services (as that is a matter for HLH noting that reviews may come from Council decisions on funding overall for HLH);
     3. Environmental Health Services (undergone recent changes and need settling in time);
     4. Mental health services (requires a partnership approach); and
     5. Child protection (subject to other forms of internal and external review).
  3. Members seek further information on the scope of the following reviews before they proceed:
     1. Procured legal services; and
     2. Regulated property maintenance. On this service area the Convener will liaise with the Leader.
  4. Discussion on identifying future reviews: ideas on how to approach this were sought, noting some had been identified by staff including: where things are stuck; where costs are high and budget is growing; asking Heads of Service where they need support and insights; where there are performance issues; and from audit findings.

The Leader emphasised the need to identify savings and suggested the Director of Finance could advise on review areas.

Other ideas for reviews were: tourism potential; car parking; our new build programme and how we build; legal services by-laws and traffic orders (seen to have delays); other HR functions and especially in sickness absence and in education; scope for streamlining the statutory consultation process around school buildings; links between land use and education planning. Some of these topics may be better suited to other types of review. **Members were asked to contact the Convener with areas they felt would benefit from review.**

1. **AOB** – none.