**Redesign Board workshop 10.10.17**

**Action note**

**Board members present:** Cllr Lobban (Chair), Cllr Caddick, Cllr Christie, Cllr Davidson, Cllr Jarvie, Cllr Louden, Cllr M Smith, John Gibson, Paul MacPherson

**Apologies:** Cllr Reiss (Vice Chair), Cllr Baxter, Cllr Bremner, Cllr Cockburn, Cllr MacKenzie, Cllr MacKinnon, Cllr Andrew Sinclair, Cllr C Smith, Cllr Wilson.

**Other Members present:** Cllr Adam,Cllr Gray, Cllr Henderson

**Staff present:** Steve Barron, Carron McDiarmid. For specific items: Michael Kelly, Martin MacDonald, Caroline Campbell, Keith Masson, Andy Summers, William Gilfillan, Phil Tomalin, Finlay MacDonald. Lean team representatives: Murdina Boyd, Imogen Percy-Bell, Shona MacRae, Moira Greene, Mike Kendrick, Anne McLean, Evelyn Miller

**Others in attendance**: Steve Cirrell, APSE consultant.

1. **The action note from the workshop on 19.9.17** was agreed. Members noted that dates would be finalised soon for local staff forums and Board Members would be invited.
2. **Project catalyst –** Presentations from Michael Kelly and Steve Cirrel raised a number of discussion points. These are circulated separately to Board members and those attending.

The Board agreed that it should consider its recommendations to Council at a formal Board meeting on 17.10.17, in time for the Council meeting in October and with Members attending the additional briefing sessions set up before then. This was likely to be a confidential item and Group Leaders were to reinforce the need for confidentiality.

*Post meeting note: Following the announcement on 10.10.17 on an intended Scottish Government ESCO, consideration by the Board is to be deferred until officers can review the impact of the announcement on the current project scope.*

1. **Redesign reviews**
   1. **Draft scoping on grey fleet**

The proposed scope, rationale and objectives for the review were presented. In discussion it was confirmed that: staff and Members were responsible for ensuring adequate car insurance for business purposes; that grey fleet travel was approved retrospectively whereas other business travel was approved in advance; that awareness of the travel hierarchy was too low and maybe no longer fit for purpose; that travel accounted for 24% of national emissions and grey fleet accounts for 3% of Council emissions (17% when combined with other fleet) ; and that avoiding travel all together needed further encouragement by using phone, VC or Skype for business and that could lead to further savings around accommodation. The Board asked that the scope included:

* The operation of the travel desk;
* How to reinforce the messages around the insurance cover required;
* How to be more VC/Skype savvy when there are contributions from more than one site;
* Data on average length of journeys and vehicle hire costs;
* Electric vehicle options; and
* Electric bike for journeys of 5mile and less.
  1. **Verbal up-date on the music tuition review**

Cllr Davidson confirmed the team was busy reviewing all the financial information and considering other options for the service. Wide stakeholder engagement was planned and happening through surveys and workshops.

* 1. **Verbal up-date on the commissioned preventative services for children review**

Cllr M Smith confirmed there was an all day workshop planned that week and that fuller feedback would be available for the next Board workshop.

* 1. **Waste review**
     1. **Up-date on review actions –** deferred to the next workshop
     2. **Lean review of commercial waste collection billing and recovery**

Murdina and Imogen presented the work of the Lean team so far. The whole team involved 10 people. They had identified the issues and developed the problem statement. That included five problems:

1. There is no one place to see a summary of income and outstanding debt for all commercial customers;

2. There are no clearly defined roles, responsibilities and procedures for services involved so there are gaps and over working found;

3. No certainty all debt is being billed or recovered;

4. No formal debt monitoring or visibility of action taken on outstanding debt;

5. Not ceasing the service quickly enough where payment is not made.

The team had identified the whole process in a workshop. From this mapping 43 individual actions were being reviewed. It is an enormous task when charges are changed given current billing and recovery arrangements. 80% of customers pay by direct debit with 20% invoiced.

Improvements were possible for direct debits by moving to paperless to be more efficient, more convenient for customers, cutting out double keying and automating the hand off process. There are issues when direct debit payment fail, with responses not standardised and it can take 3-4month to reach final demands for payment.

For those invoiced the team are considering incentives to move them to direct debit payments e.g. charging an administration fee.

The new processes being developed for monitoring debt on Integra could be used for other debt recovery e.g. music tuition, with reminders customised by customer group so that messages are tailored and more effective.

Members were encouraged to see the improvements the team were working on. They saw the importance of recovering all money owed to the Council and quickly. They wondered if it was possible to charge more to pay by direct debit. They also noted other private waste collection companies did not offer invoicing with direct debits mandatory.

* 1. **Review of school lets**
     1. **School lets booking process Lean review**

Six team members were present. They described the work they had undertaken over 5 workshops which included views of school administration staff and customers. In scoping the project they defined their problem statement as: The process of booking lets was too long, has too many steps, involves too many people (particularly gate keepers and decision-makers) and is too expensive.

The process is inefficient and hard to recover savings from school administration when a booking can take 5-10 minutes or up to a few hours. In the pre-review arrangements 10 days’ notice of a booking is needed and 39% of let applications fail. There are 61 steps in the process and 3 services involved which all work independently. Applicants complete a form to request a let, but if it is submitted at the start of the school holidays it can take 6 weeks for a response. A self-serve facility is need to check availability and confirm costs. Facilities Management staff plan to have staff available but it’s not always clear if the let is proceeding. Scope for error on lets is high as they are all on separate school calendars (x 60).

Guiding principles were developed that included: cost and payments up front for customers (avoid billing); self-serve availability check; automatic booking where possible; on-line booking so paper free; appropriateness check by exception; schools get first shout; booking processed within reduced timescales (less than 10 days); automatic confirmation by email or SMS and for amendments and cancellations; have a central lets data store with views for stakeholders; information on who to contact about their let is provided; have a central booking team; single customer experience for lets, kitchens and equipment; Price on application (POA) for large, commercial or unusual bookings.

If bookings follow this route then janitorial overtime can be minimised by organising rotas better as well as using Caretaker Stewards who are paid less (and have fewer duties/responsibilities) than janitors.

Redesigning the service this way means moving from 61 to 8 steps. This involves an on-line booking system to cover 80% of lets, pre-populated with availability. A central booking team would have better controls and assurance of service and it would reduce the number of people involved. It would also produce better data on what school lets are being used for with scope to market the available lets and to generate more income. Clarity on costs for customers and taking payments on line at the time of booking would also enable the calendar to be up-dated for FM services.

The 20% of bookings not automated would be in schools in more remote areas or among schools not usually offering lets. A manual process would be used instead and there would still be a need to check that events were appropriate for a school to host. Commercial lets would be priced on application.

The move to a one-stop shop all customers would also ensure that all let costs would be recouped (previously, those for under £10 were not recovered). Immediate changes bringing benefits would be schools knowing events in advance, charging for no-shows and understanding what is available to let.

Members asked about Head Teachers enabling concessionary rates and it was confirmed that the new system would apply new charges once agreed by Members. There was also potential for further savings by streamlining lets to fewer schools to save on FM and energy costs.

* + 1. **Pricing and availability of school lets** – item deferred.

*Post meeting note: a special workshop of the Board on 17.10.17 is to be held to consider this item in advance of the EDI Committee on 8.11.17.*

1. **Draft communications Plan** – item deferred
2. **Progress report to Council meeting** - no decisions required, reported will be drafted describing the Board’s activity since September.
3. **AOB - none**.