**Redesign Board Workshop 15.8.17**

**Board Members Present:** Cllr Lobban (Chair), Cllr Baxter, Cllr Jarvie, Cllr Andrew Sinclair, Cllr Callum Smith, Cllr Caddick, Cllr Louden, Cllr MacKenzie, Cllr Cockburn, Cllr Davidson, Cllr Reiss, Cllr Maxine Smith, Cllr Bremner, John Gibson, Paul MacPherson,

**Apologies:**  Cllr Christie, Cllr MacKinnon, Cllr Wilson

**Other Members Present:** Cllr Boyd, Cllr Gray

**Staff present**: Steve Barron; Carron McDiarmid; Matt Bailey, Moira Grant, Ralph Reid, Andy Tuckwood, Dorothy MacKenzie and Alan McKinnie (for item 3); Carolyn Campbell (for item 4e).

1. **Welcome:**  The Chair welcomed John Gibson and Paul MacPherson as members of the Board representing Trade Unions.
2. **Action Note from workshop 27.6.17:**  confirmed as accurate. The Chair provided a verbal up-date on the energy supply workshop held in July 2017 and confirmed that a report on progress and options would be presented to the Board, currently scheduled for the September workshop. An up-date on progress with the peer review recommendations for Looked After Children in residential care would also be provided at that meeting. An up-date on progress with the peer review into waste services is scheduled for the October workshop.
3. **Lean review of bulky uplifts:** Members heard about the achievements of staff in undertaking the lean review into the process for arranging bulky uplifts. They noted the review was prompted by the need to find service centre savings (£57k savings target) and that staff identified bulky uplifts as the process to focus on. Members noted that the mapping process identified 9 blockers in the former process (arising from 17 problems). Not only were these removed and the process streamlined overall, but in addition to the savings identified staff also improved the service to customers by:

* reducing the time to confirm uplifts from 48 to 24 hours;
* reducing the need for customers to make repeat calls; and
* by extending the service over the Christmas and new Year period.

The process enabled good cross service working between Community Services and Service Centre staff. Staff felt listened to and empowered to identify and make the change, embarking on the review without being able to predict the outcome. They are now looking to see how to transfer the lessons to other customer service areas (e.g. homelessness service). Members congratulated the staff involved.

Members can visit the service centre to see how it operates in person. To do this they can contact Moira Grant ([moira.grant@highland.gov.uk](mailto:moira.grant@highland.gov.uk)) or Ralph Reid ([ralph.reid@highland.gov.uk](mailto:ralph.reid@highland.gov.uk)) directly to make arrangements. For Members keen to listen in while calls are being dealt with, up to 3 Members can visit at the same time.

1. **Redesign reviews**
   1. **New peer reviews agreed** Cllr Davidson will be involved in the peer review of music tuition; another Member is welcome to be involved - *Post workshop note – Cllr Cockburn has confirmed his involvement. John Gibson will be the TU representative.* Cllr Maxine Smith and Cllr Jarvie will be involved in the peer review of commissioned preventative services for children. *Post workshop note – Ian McPhee is the TU representative.* Team leaders (Allan Gunn and Allan Maguire) will be in touch with Members and TU representatives the week beginning 21.8.17. Team leaders will report back on the prosed scope of the reviews at the September workshop.
   2. **Peer review materials circulated** were noted for information (peer review framework and protocol for shadowing staff).
   3. **Criteria for identifying peer reviews:**  Board Members agreed the criteria for use as circulated.
   4. **New peer review areas proposed:**  Board Members agreed the peer reviews listed below to be undertaken. Board Members and TU representation was confirmed at or shortly after the workshop as shown below.
      * Procured legal services (noting the expenditure of £1.78m reported was for 3 years instead of 1 year) – Cllr Caddick, Cllr Calum Smith, Rikki Selkirk (TU);
      * Car parking – Cllr Baxter, Roy Cattle (TU);
      * Grey fleet – Cllr Louden, Paul MacPherson (TU);
      * Cllr Boyd and Cllr Gray, although not Board members expressed an interest in being attached to the car parking and grey fleet reviews respectively.
      * Board Members agreed to defer the peer review into in-house catering for staff at this time.

The other ideas raised at the previous workshop will be pursued as set out in the paper circulated. An up-date of all the reviews and their teams will be provided for the September workshop.

* 1. **Supporting and challenging other reviews – fleet maintenance**

Caroline Campbell, the Head of Performance and Resources in Community Services presented the report tabled on reviewing fleet maintenance. Board Members were interested in the progress being made, the scope to in-source some light vehicle maintenance where we have capacity, the plans for up-skilling staff to deal with new vehicle maintenance requirements, offering a service to community planning partners and BEAR Scotland and implementing a hire desk for internal use. They asked about the scope to recruit female apprentices, the scope for using mechanic skills more widely, relationships with the traffic Commissioner (noting these were good but penalties if applied were severe) and whether we could offer our services to private as well as other public organisations.

Matters for Caroline to follow up are:

* discussion with Paul MacPherson on the recruitment issue he raised;
* contact with Royal Mail on their interest in the Council providing a vehicle maintenance service; and
* any future reporting to have information on the number of vehicles repaired and the number of repairs they have rather than only job cards.

1. **Workshop session on Board remit and work plan for Council consideration**

Following a short presentation on the Council’s expectations of the Board, Members then participated in the following activities to also help inform the development of the remit and work plan.

* 1. Considering the advice from the former Board on what still needed to be done. These were categorised as: already in hand; should be a new area of work; and not seen to be of benefit. The views expressed are recorded in the table on Appendix 1.
  2. Considering how far the organisation is on the values scale. The photograph of the votes made is attached in Appendix 2. This can be re-visited by next June to see if Members’’ view have changed. Members then worked in four small groups to identify what the best demonstration of each of the values would look and feel like to them. This is recorded also on Appendix 2.
  3. Pairing up to go on a dialogue walk to get to know each other better and to identify the change they would like to see in the Council and what they would hope their Board can achieve by next June. The latter points are recorded in Appendix 3.

The workshop activities will help to identify what needs the most attention over the next year. They will be reflected in the proposed remit and work plan to be drafted for formal Board consideration on 29th August.

1. **Member attendance at staff briefings -** item not discussed so this will be deferred to the September workshop.
2. **Formal Board Meeting –** confirmed this will take place on 29th August for one item on the remit and work plan of the Board. A report will be prepared including a draft remit and work plan drawn from the workshop activities and circulated by 25th August. This will be discussed in time for the final proposals to be made to the Council meeting in September.
3. **AOB –** none.

**Appendix 1**

**What still needs to be done by the Redesign Board – are the Former Board views still helpful?**

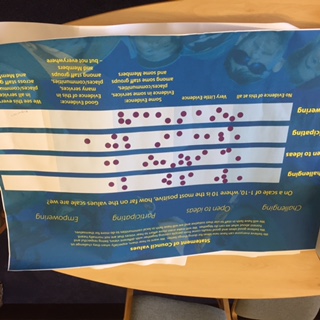
Board Member views on whether the ideas from the former Board are already in hand, should be a new area of work or not seen to be of benefit now (no. of Members providing views by placing the ideas in different categories are recorded).

|  |  |  |  |
| --- | --- | --- | --- |
| **Former Board idea** | **Already in hand** | **Should be new area of work** | **Not seen to be of benefit** |
| Keep going with redesign – this is a continual process of change, improvement and being more able to adapt to our changing operating context more quickly and being proactive rather than reactive. | 15 | 0 | 0 |
| Implement the changes including from the reviews completed and getting the next phase underway. | 11 | 4 | 0 |
| Stopping some things, including removing unnecessary processes to remove burdens on staff and to help manage workloads. | 3 | 12 | 0 |
| Managing Member and community expectations and as part of the culture change needed. | 5 | 9 | 1 |
| Make the linkages between the redesign board and the wider membership. | 4 | 10 | 1 |
| For the new Council and its governance we need to look at the relationship between the Council leadership /administration and the wider Council membership. | 2 | 7 | 6 |
| The redesign of Member roles and what is expected of them. | 0 | 10 | 2 |
| The process so far has been largely introspective (other than community body feedback) and it would be helpful to explore the behaviours required of the Council from a partner perspective and with partners, similarly with the public. | 2 | 12 | 1 |

**Appendix 2**

**Redesign Values**

**Values scale** – Members’ votes on where we are placed on demonstrating the redesign values are shown on the values scale below.

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Members (in 4 sub groups) described what the best possible demonstration of each value would look like and feel like to them. This is described below.

**Challenging:**

* Want staff to be open and receptive, confortable in being challenging in return
* Respect of different opinions – open mindedness
* Public feel their point/issue is listened to
* Demonstrated by having a presence

**Open to ideas:**

1. Whan a member approaches staff about something they see a light bulb come on
2. We act on feedback
3. We remove the ‘political obstacles’
4. Options appraisals to be carreid forward easily
5. To be listened to and considered
6. Pointing peope in the right direction
7. Every idea deserves a response
8. Ideas bring changes
9. Constant flow of ideas means regular reviews (perpetual movement)
10. People providing ideas should feel values and worthy
11. Keep ideas relevant, current, rolling and evolving
12. Offering encouragement

**Participating**

* We all have to buy in – Members, officers, individuals and community
* Not dismissing because we don’t or have never done, being open to change and challenge
* All stakeholders involved
* No further ‘them and us’ – ‘Our Council. Our Community’
* Focus on community needs – this should be the main direction of travel fo all members of the Council and staff
* Demonstrate that we are all capable of listening and acting on the information given
* Listening, learning and acting. This is what participation means.

**Empowering:**

1. Imaginative and solution focused approach – communication.
2. Response which is reasoned and honest.
3. Professional and informed response. Demonstrate leadership.
4. (Asking) How widespread is the problem? How representative of the community?
5. Being professional and fair/open/realistic
6. Find issues – agree on issues. Can you agree how to resolve?

**Appendix 3**

**Comments written up following the dialogue walk**

**The change I want to see in the Council**

* Culture change with officers – there is no such thing as ‘government money’ we have to justify every penny of expenditure.
* Define openly and publically what we do and challenge the public to what they can do for their communities. Reliance on public bodies as is cannot continue.
* Clear vision, priorities, consult, and deliver.
* Quicker to embrace and adapt to changes.
* More open to ideas.
* Communicate in ‘Highland’ (plain English) – we are getting better
* Less risk averse in confronting poor/bad business practices and planning enforcement
* Develop tourism and associated jobs ASAP.
* Working for all, no ‘them and us’. Attitude change. Council is there to serve not dictate.
* A more efficient responsive Council.
* Supporting Community empowerment.
* An improved reputation.
* A stronger Highland.
* A clear service community focus.
* Better public engagement – for the public to feel like they have a Council that works for them.
* Balance the books whilst treating communities and staff with respect.
* Improve employees’ jobs while retaining terms and conditions.
* More business-like and financially self-sufficient.
* A financially stable Council delivering services efficiently.
* Not so Inverness centric.
* A value for money Council = more with less.
* Increased confidence – we can do it! Communicate what we have achieved.
* Improved communication.

**What I want our Board to achieve by June 2017**

* Change of culture for staff/Councillors
* For the Board to make the Council more efficient
* Make a difference by demonstrating achievements – efficiencies, new processes and new organisation in place
* To progress quickly the changes that have been agreed in the Board
* Better engagement with staff and members at all levels of the Council. Ask where they see improvements / room for progress.
* Identify further room for progress (based on feedback from front-line staff).
* Streamline services with less bureaucracy.
* Systematic approach, clarity, broad ownership, courage.
* Teams in all important areas working together – Members, officers, staff, partners and public.
* Push the Council to be less-risk-averse.
* Begin to establish significant revenue – electricity company has most promise
* Energy Company established.
* Deliver commercially
* Help to make the Council more efficient, a more rewarding place to work and a more friendly place to contact or work with.
* Bringing together the most effective changes alongside the revenue budget and capital.
* Keep strong staff engagement and encouragement so they see a real future in the Council.
* Major review of property and maintenance services.
* Check we are actually delivering all this change and efficiency.
* Coherent and perhaps radical redesign that has been clearly communicated to the Highland public and beyond.