**Redesign Board 14.11.17 2-5pm CR 1 and 2**

**Action Note**

**Present:** Cllr Lobban (Chair), Cllr Bremner, Cllr Caddick, Cllr Cockburn, Cllr Davidson, Cllr Jarvie, Cllr Louden, Cllr MacKenzie, Cllr Reiss, Cllr Sinclair, Cllr C Smith, Cllr M Smith, John Gibson, Paul MacPherson

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

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

**Staff present:**  Steve Barron, Carron McDiarmid. For specific items: Phil Tomalin, Finlay MacDonald, Brian Porter, Stuart Black, Michael Kelly, Andy Summers, Murray Bain, Louise McGunnigle, Colin Jack, Bernadette Cairns, Allan Gunn, Alison Clark, David Haas, Karen Ralston.

1. **Workshop action notes:** 
   1. **Workshop 10.10.17** – action note agreed
   2. **Workshop 17.10.17** – action note agreed
   3. **Matters arising** **17.10.17** – An up-date on flexible use hours for lets in PPP2 schools was presented by Phil Tomalin. After discussion Members asked if further work could be brought back on whether a trial on lower hire costs in schools (e.g. Dingwall academy) might generate more interest among groups for hires and consequently more income and whether this would help reduce Council costs.
2. **Up-date on Project Catalyst** - Stuart Black and Michael Kelly provided an up-date on the potential for different aspects of Project Catalyst to continue. Members noted that the scope for working with the Scottish Government in some way around energy supply was being pursued with further discussions planned with civil servants. Recommendations would come back to a formal meeting of the Board on the business case for investing through a self-funding model in solar PV to generate renewable energy from the Council’s estate, with the Board’s recommendations to go to an appropriate Committee or Council meeting. Members noted work is underway to re-procure a new energy supplier for vacant Council houses to generate income and a new push on behaviour change among staff is planned to reduce energy use and bills. Members were advised that any further investment in consultancy /APSE time would require a formal decision at Committee/Council as the allocation previously agreed had been used. The need for additional consultancy support was not seen to be necessary at this time.
3. **Redesign reviews**
   1. **Waste review up-date** – Andy Summers presented an up-date of the peer review into Waste Services which provided a road map for change. He advised the 86 recommendations had been prioritised. Consultancy support and work with Zero Waste Scotland had been used for options appraisal and business case development. He highlighted budget, comparative costs and performance noting our costs had reduced, but not as fast as others and that his team was considering how to tackle our flat-lined recycling performance. Work was ongoing around a 3 weekly collections trial, with 15 options for collection identified. £950k income had been achieved from new charges this year, exceeding the income target, with 48% take up of garden waste collections (67000 households). Scope to expand the service was now under consideration. Those opting out of the service will have their bins collected in December with a member briefing planned for 20.11.17 and publicity on 24.11.17. Lessons from the lean review on waste billing were being more widely applied in the Council. Uncertainty around Brexit impacts on waste is a concern along with other international barriers around waste disposal. The opportunities for new waste solutions and operating more commercially were all being explored. Recommendations for change are planned for the PDI committee meeting on 1st February 2018. Members were appreciative of all the work done well.

From discussion it was confirmed that garden waste collections are not statutory but where it is collected it is re-processed as soil conditioner. At this time contractors make and sell compost and we are unable to expand the waste transfer stations. These arrangements could change in the future. Food waste is not required to be collected where population density is lower and that’s why the service is not rolled out and it is an expensive service to provide. Our blue bin waste tends not to be contaminated but for glass recycling we have opted for a network of banks rather than a doorstep collection. Our biggest challenge is that we are not permitted to land fill from 2020. We will need interim arrangements for waste disposal until a more local solution is in place which could take up to 10 years. Members were keen that we communicate why we provide different services in different areas and that we progress an energy from waste plant in a shorter timescale than currently expected.

For information all review reports are on [the redesign page of the intranet](https://www.highland.gov.uk/staffsite/info/23/staff_information/208/redesign_of_the_highland_council). The waste review can be accessed [here.](http://www.highland.gov.uk/downloads/file/18534/peer_review_-_waste_services)

* 1. **Additional Support Needs (ASN) in Schools review**
     1. The work in progress for the Lean review into ASN needs assessment and resource allocation was presented by members of the team. The team were in the early stages of the review but from analysis and measurement so far they had identified areas for improvement, especially around 4/29 significant and critical steps in the process, particularly around the quality of data being provided in SEEMIS by Head Teachers. Data quality and consistency were issues affecting the whole process and improving that would have a significant impact on the functioning of the model. Members were disappointed in the 31% response from Head Teachers to a survey for the Lean review, given they were the users of the system, but a short timescale had been set for responses. Members would be glad to see the final improvements identified by the team when ready.
     2. An up-date of the peer review recommendations for ASN was presented by Bernadette Cairns. There had been a member workshop on this service area the previous week. A key issue discussed was around growth in needs across the range (levels 1-4) and the balance of education between mainstream and special schools. Members queried whether, with over 30% of children assessed as having some level of ASN, we had set expectations of service delivery too high and were providing more than was legally required. In response Members were advised we currently meet 90% of needs and that parents had a tribunal route available to them if they felt we had not made adequate and efficient provision. The scope for savings was raised too, as the budget had grown overall. In response Members were advised that the resource allocation model meant that if budgets were reduced then it could be done consistently and equitably. In addition to the Lean review other initiatives reported include working with UHI and Aberdeen University on post graduate training for staff and the re-evaluation of PSA job roles with Trade Union involvement. Other challenges include the need for better data on staff absence (through SEEMIS) and not all of our school buildings comply with accessibility requirements.
  2. **Peer review of music tuition** – a presentation of the emerging findings was made by Allan Gunn. In discussion Members noted the wider social, economic and educational benefits of music and the scope for making it more widely available. They noted the current level of unmet need, different levels of instructor productivity, inconsistent service delivery, issues around pupil choices not being met and billing and recovery practice and the scope for other options for tuition e.g. using on-line resources. Members welcomed the wide engagement of all stakeholders in the review process. Members felt there should be scope for making this service self-financing and given the wider value of the service did not want to see it cease. The remaining options of retaining the service in-house to improve it, or transferring it to HLH or the Feis movement (or a combination of both) were noted. Members agreed that the Board would consider the final recommendations at the formal Board meeting set for 19th December.
  3. **Peer review of commissioned preventative services for children** – Cllr Jarvie provided a verbal up-date on progress with the review. This highlighted the range of providers (@28) and the work underway to understand what was being provided by them and the detail of what it was costing. Stakeholder engagement was underway with the review team was meeting regularly.
  4. **Peer review of grey fleet** – Cllr Louden provided a verbal up-date on progress with the review. He advised of the staff survey that was done which had 1377 responses. The team was now looking at payroll reports and seeking assistance from the Energy Savings Trust. Pool car and car club options were being considered. A workshop was planned for 20th November.
  5. **Peer review of car parking** – the proposed scope of the review was presented by David Haas. It was agreed. It was supported by the team members on the Board present; Cllr Boyd and Paul MacPherson. Discussion included the appetite for charging, the need for appropriate enforcement and the links with traffic management.
  6. **Peer review of procured legal services** - the proposed scope of the review was presented by Karen Ralston. It was agreed. Members noted the review would look to make arrangements more cost effective and focusing on 2 suppliers in particular.

1. C**ommunications**
   1. **Staff communications** – this item was deferred.
   2. **Feedback from the Citizens’ Panel on redesign issues** – this item was deferred.
   3. **Developing a Redesign Communications Plan –** this item was deferred.
2. **AOB –** Members agreed a formal Board meeting was not required for 5th December. *Post meeting note – the time will be used for a workshop instead.*