**The Highland Council**

**Redesign Board: Trade Services**

**13 February 2018**

**DRAFT SCOPE**

## Background

This Redesign Review will cover the Council’s delivery of trade services. During the financial year 2015/16, around £22m was spent on procured building trade services, including specialist services.  The highest spending categories were: plumbing, heating and air conditioning (£7m); joiners and carpenters (£3m); and electricians (£1.3m).

This Review is complex given that there are two services that are primarily involved in the procurement, management and monitoring of trade services – Community Services (Housing) and Development & Infrastructure (other Council properties). Initial meetings have been held with the two Heads of Service directly involved and the scope of the work set out below has been informed by their feedback. There may also synergies with a number of other areas of Council activity, including work on new capital projects, general facilities management, street lighting (electrical work) and activity carried out by partners such as High Life Highland.

In order to give an idea of the volume of separate pieces of emergency, essential or routine maintenance carried out it should be noted that there are between 40,000 and 45,000 separate work orders per year for Council housing and around 15,000 separate work orders for other properties. There are around 150 maintenance staff covering all trades employed directly by the Council (including around 6 apprentices per year), with the balance of the work being undertaken using the private sector via a number of Framework or specialist contracts. Two different IT systems are used to allocate work.

In order to help identify the key areas of activity, the redesign team will focus on the following areas of activity/facilities where trade services are procured and managed:

* Council housing
* Schools
* Offices
* Depots
* Other Properties (e.g. public toilets)
* High Life Highland run properties
* NHS Properties

A full budget analysis has yet to be carried out, as well as an assessment on the current status of framework contracts but this will form an early part of the review process. Work is also underway to identify how other local authorities carry out activities, including liaison with the Improvement Service.

A key part of the review is to ensure that the way in which the Council deliver trade services for the facilities employed above deliver the best outcomes, ensuring that quality of work is delivered to ensure that future maintenance burdens are managed effectively. It should be noted that both the teams in Community Services and Development & Infrastructure are already implementing changes to how services are being delivered so the review will be carried out recognising the work being done.

## Key Heads of Service

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| --- | --- |
| Name | Designation |
| David Goldie | Head of Housing & Building Maintenance |
| Finlay Macdonald | Head of Property Services |

There will also liaison with other Heads of Service across the Council, given that this is such a wide ranging review.

## Review Team

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| --- | --- |
| Name | Designation |
| Malcolm Macleod | Head of Planning and Environment |
| Donna Sutherland | Corporate Audit Manager |
| Garry Smith | Principal Engineer |
| Allan McKinnie | Waste Operations Manager |
| Marie Mackenzie | HR Officer |
| Alison Gallacher | Joint Procurement Team |
| Liz Mackay | Union representative |
| Councillor Caddick | Redesign Board Member |
| Councillor Cockburn | Redesign Board Member |

## Supported by:

Steve Barron, Chief Executive

## Objectives

1. Review current arrangements for the delivery of trade services as part of the management of Council facilities
2. Appraisal of current financial management, business planning and contract arrangements
3. Appraisal of current business and administrative processes
4. Review current linkages/synergies between Council Services in the delivery of facilities management across the Council and with partner bodies such as HLH and NHS.
5. Consider the 10 options for service delivery
6. Provide detailed service delivery options appraisals of those most likely to deliver the greatest benefit in terms of affordability, efficiency and customer service across Highland
7. Examine good practice/alternative approaches being used within other local authority areas
8. Recommend the preferred option, including direction for further business planning

### What will not be included

1. Areas of work already covered by redesign reviews

**Methods that will be used to undertake this review**

1. Desk-top analysis of existing information, reports and methods of delivery etc.
2. Meetings / workshops / focus groups with staff and managers
3. Stakeholder engagement – for example High Life Highland, Head Teachers
4. Visits to see the service being delivered
5. Discussions with other councils (service providers)
6. Presentations of information, as required

**Appendix – Peer Review 10 options**

**10 Options for Service Delivery**

Peer reviews will consider the following options for service delivery:

1. **In-house services** – running these better, more efficiently and identifying where a Lean Review should be undertaken.
2. **In-sourcing** of services currently contracted out.
3. **Shared services** – both provided by us and provided for us.
4. **Outsourced services** – see if a different approach is needed e.g. commissioning by outcomes, payment by results, a shared or coordinated approach.
5. Services delivered in **partnership and/or integrated** with others, this could be place-specific.
6. **Arms-Length External Organisation** or other Council owned or created organisation to enable freed up, commercial or more sustainable practice.
7. **Commercial opportunities** within the service. By generating more income we can off-set grant reductions and support services and jobs across the region.
8. Transferring to a **community-run** service. This could be place specific.
9. **Reducing demand** for the service or more preventative approaches.
10. **Reducing service standards** (re-setting these with affordability in mind) **or stopping services**.