

Redesign Board: Chronology of meetings and actions agreed June 2017 to June 2018

Council report 1.6.17 – agree to establish a new Redesign Board and resources to support it for a year.

Workshop 1: 27.6.17

1. Orientation
2. Calendar of meetings agreed
3. Update on Lean reviews – staff showcase on HR OH referral process.
4. Update on potential for the Council to be an energy supply company (ESCO)
5. Peer reviews:
 - Summary report on of peer reviews done, reviews previously identified to do and confirmed which reviews to take forward - music tuition and commissioned preventative services for children, discussion on identifying future reviews and new ideas sought.
 - Update on street lighting review provided.
 - Agreed changes proposed from the evaluation of the peer review process.

Report to Council 29.6.17 – agreed creation of the Commercial Board and the approach to widening democratic and community participation.

Workshop 2: 15.8.17

1. Lean review output – staff showcase on the bulky uplifts review
2. Redesign reviews
 - Peer Review Teams and timescales for music tuition and commissioned preventative services. TU and Member reps confirmed.
 - Up-dated framework and staff shadowing protocol circulated.
 - Criteria for identifying reviews agreed.
 - New peer review areas proposed: procured legal services (£1.7m), grey fleet (£3m) and car parking confirmed. In-house catering for staff deferred.
 - Challenge and support on in-service review of fleet maintenance.
3. Remit and work plan for Council in Sept: facilitated session including presentation on what's agreed so far, reviewing former Board ideas on what's still to do, how far on the values scale and dialogue walk to identify ambition for change and in next year.

Staff Partnership Forum 28.8.17

Report on scope for Trade Unions (TU) and staff to be involved in redesign and for TU involvement in new policy development groups. Staff side content and no issues/new requests made.

29.8.17 Formal Board 1

Board agreed draft work plan, remit and timeline. Board keen for staff to be able to provide ideas for change. Agreed to seek Council approval of the criteria for peer reviews and delegated authority to Board to commission reviews using criteria. Verbal feedback from Staff Partnership Forum 28.8.17

Report to Council 7.9.17 – remit and work plan agreed. Criteria for peer reviews agreed and delegated to the Board. Separate report from Chief Executive on staff re-structure.

Workshop 3: 19.9.17

1. Lean output – fostering and adoption interim showcase.
2. Up-date on the Children's services peer review.
3. Scope agreed for 2 new reviews commissioned - commissioned preventative services and music tuition.
4. Review programme overall confirmed the teams and timescales for the peer reviews into grey fleet and procured legal services and Board agreed car parking was to proceed as a peer review. Lean programme overview provided.
5. Project catalyst business case development briefing, discussion and Board supportive.
6. Management Briefings and Local Staff forums highlighted with Board Members to attend agreed. Local dates TBC.

Management briefings 27th and 28th September – Cllr Lobban, Cllr Caddick and John Gibson TU representative attended and reflected positively on redesign. Redesign contribution also from Matt Bailey on Lean, Carron on progress and Allan Gunn/Lucy Lallah on review team experience. Norman Bolton contributed on his perspective in 1 session too.

Workshop 4: 10.10.17

1. Project Catalyst presentation and discussion – formal board meeting TBC
2. Reviews up-date:
 - a. Grey fleet review scoping report agreed
 - b. Verbal up-date on music tuition peer review (member led)
 - c. Verbal up-date on commissioned preventative services review (member led)
 - d. Waste Lean showcase and up-date report (update report deferred)
 - e. School lets lean showcase and discussion on pricing and availability (discussion deferred to 17.10.17)
3. Draft communications Plan - deferred
4. Verbal up-date on Council progress report – not covered.

Staff Partnership Forum 9th October (officers)

Formal Board 2 cancelled for 17.10.17: as Project Catalyst to be re-scoped

Workshop 5: 17.10.17 – Formal Board replaced with single item workshop on school lets review. Steer on some elements provided by Board and further info sought by Board.

Report to Council 26.10.17: progress report

30.10.17 to 1.12.17: 16 Local staff briefings running in 14 locations. Board Members including TU reps participated. Over 500 staff attending and over 200 ideas and challenges raised. Briefings identify new areas for Lean reviews, including volunteers to take part in them and identify a new peer review area as Trades Services (in-house and procured) and how to optimise in-house resource. Spreadsheet with all ideas raised shared with ELT for discussion within service management teams and with budget theme groups. Engagement reported to workshop 5th December and Council 14th Dec 2017.

2.11.17: Staff Partnership Forum. Up-date provided and ideas for peer and lean reviews sought. TUs requested more communication with staff on how to put forward ideas. All users email sent round 2.11.17 with redesign mail box and update on places left for face to face briefings.

Workshop 6 14.11.17

1. Action notes from workshops 4 and 5 agreed. Matter arising from workshop 5 was on school lets. Board agreed further info on scope for incentivising more lets and income by price decreases.
2. Project catalyst up-date – business case to come back on investing in solar PV on Council estate. Confirmed no further APSE consultancy required. Discussion ongoing with SG.
3. Redesign reviews
 - a. Waste review up-date by Andy Summers advising 86 recommendations being prioritised. Business case on waste options, supported by Zero Waste Scotland consultancy going to EDI early New Year. Members appreciative that new waste solutions and efforts to operate more commercially are being pursued.
 - b. ASN review
 - i. Interim showcase of the lean review of ASN needs assessment and resource allocation made – but too early to see the benefits although some problem areas already identified.
 - ii. up-date on the peer review recommendations provided.

- c. Music tuition options presented by Allan Gunn. Steer that service should be self-financing, it has wider benefits and should not cease. Keen for recommendations to come to next Board meeting (19th Dec).
 - d. Verbal up-date from Members on progress with commissioned preventative services for children.
 - e. Verbal up-date on grey fleet from Members. Staff engagement noted.
 - f. Scope for the peer review of car parking was agreed.
 - g. Scope for peer review of procured legal services was agreed.
4. Communications – 3 items deferred.

Workshop 7: 5.12.17

- 1. Matter arising from workshop 6 – no further action required on school lets review
- 2. Redesign reviews
 - a. Verbal update from Board members on music tuition team and agreed to take recommendations to formal Board meeting 19.12.17.
 - b. Verbal up-date from Board members on team on commissioned preventative services for children. Agreed to enable more time to engage with 20+ suppliers with proposals to be presented to a January workshop instead of December.
 - c. Verbal up-date from Board members on grey fleet review team. Proposals coming to workshop following Board meeting on 19th December.
 - d. Verbal up-date from Board members on car parking review. Cllr M Smith's own proposals to be discussed with team along with ideas on redeployment, tourism rates and residential permits.
 - e. Verbal up-date from Board members on the review team for on procured legal services. Concerns about timescale for commercial conveyancing raised.
 - f. New peer review agreed - Trade Services and the balance of in-house and procured services and exploring how to maximise our in-house skills and capacity. Cllr Cockburn and Cllr Caddick identified (Cllr Loudon also if required). Review scope early New Year. Team plus TU rep to be identified.
 - g. Leader seeks a volume of services and functions for redesign and to ensure recommendations agreed are followed through – this might mean some earlier reviews brought back if they have not been able to be implemented.
- 3. Communications Plan
 - a. Staff communications – verbal feedback from local staff briefings. Benefits discussed and TU support of them.
 - b. 1st Workshop session on the Draft Communications plan – confirmed aims of communications plan, stakeholders and what redesign means to different stakeholders.

Report to Council 14.12.17: progress report. Change in Board membership agreed. Cllr Gowans replaces Cllr Baxter on the Board as Cllr Baxter becomes Chair of People Committee

19.12.17 Formal Board 2

1. Agreed to recommend business case to relevant Committee/Council for investing in solar PV on the Council's estate. Liaison with local Members required on sites.
2. Agreed after a vote to the Music Tuition review recommendations to transfer the service to HLH.

19.12.17 Workshop 8 following Board – single item on grey fleet and agree action note from 5th.

16.1.18 Workshop 9

Lean review showcase: wrap around care- early years and welcomed by Members.

Discussion on emerging findings/proposals from peer reviews all positive for: commissioned preventative services (and want further info on ALEO model); car parking (and with new ideas for generating even more income with another workshop to follow); and procured legal services (supporting the team's findings).

30.1.17 – additional workshop cancelled as SPAC expected to run over. Focus was: grey fleet and car parking

2.2.18 – Staff Partnership Forum - up-date on redesign provided including asking for new review ideas, benefits of staff forums from October to December 2017 and agreed to feedback to staff on the ideas they raised.

13.2.18 Workshop 10

Lean review showcase on fly tipping

Agreed scope of building trades services review

Final discussions on procured legal services and grey fleet reviews and agreed ready to go to formal Board to be set up for 27th Feb.

Lean review up-date from Matt.

Best Value Assurance Review (BVAR) briefing from Evelyn Johnston.

15.2.18 – Council budget setting meeting - agreed a savings target of £2.25m from redesign in 2018/19. Also agreed a service saving as new income generation from car parking (out with the peer review) – increasing current charges, introducing new charges in other towns and new arrangements for parking permits.

27. 2.18 3rd Formal Board meeting agreed the review recommendations on grey fleet and on procured legal services.

8.3.18 Highland Council: up-date report on Lean and other reviews. Council agreed peer review recommendations, where decision needed. Flagged need for new type of review to focus on savings.

13.3.18 Workshop 11

1. Lean showcase of ASG allocation model for Additional Support Needs
2. Reviews:
 - a. Up-date from Members on the building trades review – Cllr Cockburn and Cllr Caddick
 - b. Car parking – heated discussion on the refocus of the review following budget decisions
 - c. Up-date from Members on the review into commissioned preventative services and work in progress on exploring the ALEO model
3. Items on developing the Communications Plan and stock take of the work plan deferred to future meeting with time to be extended to 3 hours.

25.4.18 Workshop 12 2-5pm

1. Review into commissioned preventative services and information on the ALEO model – want further info on structure for an in-house hub and info from an ALEO Chief Executive on how it operates
2. Up-date from Members on the building trades review from Members on the team.
3. Communications plan 2nd workshop – 4 member groups looked at communities as stakeholder and why we are redesign and what it means for them.
4. Car parking – presentation on the review team's proposals. Considerable debate and attracting other Members to contribute. Requested proposals in report format for a Board with a view to agreeing these for the May Council.

1.5.18 4th Formal Board - report with 63 recommendations debated. Some amended and recommendations agreed; however to be seen as a two stage report with further work done on detail of scheme changes, funding retained locally, template for local choices, revised policy and looking at alternative delivery models. No recommendations to Council at this stage and to aim for further work to be done to take final recommendations to the June Council.

4.5.18 Staff partnership Forum – positive feedback on the redesign process for staff involved and for Trade Unions. 2 concerns raised: TU reps getting time to participate in reviews and the need for respectful tone at Board workshops from Members to review teams.

15.5.18 – workshop 14

1. Matter arising: Communications Plan – 3 Board Members agreed to work with the Communications and Resilience Manager to finalise the communications plan drawing on 2 workshop sessions.
2. Feedback from the Staff Partnership Forum on 4th May 2018.
3. Car Parking review – list of review recommendations agreed at Board circulated, discussion on financial and governance proposals and call for seeing more detail on this. Supported the approach to considering local changes to car parking (Member, officer and community engagement) with flow chart to be developed.
4. Building Trades Services - a verbal update from Cllr Caddick and Cllr Cockburn.
5. Up-date of the Harbours' review noting the options appraisal to pursue accelerated disposal of non-commercial assets. Team encouraged to develop proposals for the Commercial Board.
6. Redesign Board Reviews – agreed to extend the types of redesign reviews to include peer spending review and community review. Agreed new peer reviews early years and wrap around child care provision, in-house catering service, cleaning service, agency staff recruitment and casual labour. Income processes to be Lean review.
7. Community Asset Transfer (CAT) and Participation Requests Up-date – noted. Asked also to consider workforce implications as part of CAT.

28.5.18 Workshop 15

Single issue agenda on car parking review. 3 options presented on finance and governance proposals. Option 3 - Extended Local Budget Control selected. Agreed to take draft recommendations to next workshop with a Board scheduled to enable decision to go to Council in June.

8.6.18 – Workshop 16

- Car parking review – draft recommendations presented. Agreed to take final recommendations to formal Board on 12th June.
- Commissioned Preventative Services for Children – proposals on in-house hub and up-date on ALEO option provided. Agreed the team should focus on the in-house hub option along with a re-focusing of the commissioned services for further discussion at a workshop.
- Redesign and workforce planning – presentation from Steve Walsh on the links.
- Stock take against work plan – deferred.

5th Formal Board 12.6.18

Car parking review recommendations agreed. Report to be prepared for Council on 28th June with the Board's recommendations.

Management briefings 13th and 14th June

Heard from 2 peer review teams, Lean experience and a workshop on the help and hinder factors in change including manager behaviours and attitudes. The workshop information will be fed into a workforce planning group.

Council meeting 28th June

Redesign up-date and seeking extension to Board beyond June 2018.