

The Highland Council

27th October 2016

Agenda Item	
Report No	

Up-date on Redesign Board Activity

Report by the Chief Executive

Summary

This report confirms that the decisions made by the Council in September are being implemented by the Redesign Board, with reviews beginning for the redesign of the Council. It also advises of other Board activity since the last Council meeting.

1. Background

- 1.1 At the Council meeting on 8.9.16 Members agreed that the Redesign Board would decide the functions to review in 2016/17 from the approved long list of 120 functions in scope for review. It also agreed that reviews would be carried out internally through to 2017/18 and beyond through challenge and review teams identified by the Chief Executive. Reviews are to be scrutinised by the Redesign Board for proposals to be made to the Council, although alternative delegation arrangements could be sought from the Council given the pace of work required.
- 1.2 To support redesign the Council also agreed to host an event in the autumn involving community bodies, partners and the Government to agree new action to support community bodies to do more in and with their communities.
- 1.3 This report provides an up-date on the implementation of these Council decisions and on the Board activity since the Council meeting on 8.9.16. Over this period the Redesign Board has met four times in workshops and once as a formal Board. Group leaders, the Chair and Vice Chair of the Board also attended a briefing on the range of options for engaging the public, community bodies and staff in reviews. The Leader, Convener and Vice Convener also attended a study visit to Aberdeenshire Council. There has been engagement with the CPP Board.

2. Redesign reviews

- 2.1 The Redesign Board has prioritised the reviews for 2016/17. They are attached at Appendix 1. They comprise three types of review, namely:
 - significant reviews;
 - reviews already underway that may need Redesign Board consideration; and
 - mini reviews, largely associated with income and commercial opportunities.
- 2.2 To begin the reviews the Redesign Board has:

- identified the individual Board Members to support reviews;
- welcomed staff side involvement in all significant reviews as well as ongoing participation in the Redesign Board;
- noted the staff pool available to support reviews, with nearly 40 staff identified for review teams plus champions for each of the four values identified;
- considered the review framework to use, noting that review cycles are to conclude within a 12 week period. Reviews are to appraise the options for service delivery as reported to Council in September and to be inclusive.

The review framework, associated guidance and information on the teams are available on the redesign pages of the intranet.

2.3 Engaging the public in redesign will be developed as part of the reviews. It will draw on the methods currently in use (e.g. Citizens' panel, focus groups and events) and use a new digital platform we subscribe to which enables ideas to be gathered. Over the next few weeks the particular methods to use and the timescale for them will be clearer.

2.4 The Redesign Board will continue to meet regularly to discuss the progress being made in reviews in advance of agreeing proposals for the Council at its meetings in December 2016 and March 2017.

3. Other Board activity

3.1 Since the Council meeting in September, Redesign Board members have participated in two workshops focusing on:

- commercial approaches – learning from the successful approaches used by Colchester Council and HLH; and
- using 'Lean' business practice to eliminate waste and involve staff in identifying improvements. This provided learning from North Ayrshire Council, NHS Highland and a piloted approach in two areas of Council activity.

The learning from these workshops has influenced the approach to the reviews and will feature in the Board's recommendations to Council.

3.2 In addition to agreeing the reviews and the review process, across two further workshops Members also reached agreement on:

- feeding back to staff taking part in 36 local focus groups during the summer – this will include running more face to face sessions with staff in localities and involving the Board and Leadership Team, finding new ways of involving staff in service improvement, tailoring management and leadership development to support redesign and to consider the options for practical support for staff affected by change;
- the arrangements for running an event with up to 100 community bodies engaged in running community services, partners and Government on the support required to enable more community run services. This is scheduled for 11.11.16.
- the information gathering from other local authorities is regarded as sufficient, concluding with feedback from approaches used in Aberdeenshire Council.

- 3.3 The Board has also begun to take stock of all of its work and learning to date to articulate what redesign will mean and what requires changing.
- 3.4 The Board met formally on 18.10.16 to decide its recommendation to Council on the future management of catering, cleaning, facilities management / janitorial services. The Board's decision is reported separately to this meeting of the Council.
- 3.5 A briefing on redesign was provided to the CPP Board in October. Partners have agreed ongoing engagement in the review process and in the event planned with community bodies running services.

4. Implications

- 4.1 Resource and legal implications: there are no new resource or legal implications arising from this report.
Equalities and rural implications: these will be considered as part of the review process.
Climate Change/Carbon Clever implications: none are identified at this time.
Risk implications: the Redesign Board continues to meet frequently to deliver on its terms of reference.
Gaelic implications: none are identified at this time.

5. Recommendation

5.1 Members are asked to note the progress made with implementing the decisions made by the Council on reviews for redesign and in hosting the event with community bodies, partners and Government on 11.11.16.

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Date 19.10.16

Reviews prioritised by the Redesign Board for 2016/17

Significant reviews for redesign

Phase 1 (October to January)

- Services for children and young people – looked after children and residential care
- Adult social care – a potential partnership review with NHS focusing on a plan to shift the balance of care further to community settings and to support community-based interventions
- Waste services – all 11 functions
- Street lighting
- Additional support for learning, specialist services and school transport additional needs
- Transport services
- Administration within schools
- Street and road cleansing

Later phases

- HLH services – libraries and archive services
- Environmental Health services
- Mental health services
- Regulated property maintenance
- Procured legal services
- Children's services: fostering and adoption, commissioned preventative services, child protection, allied health professionals

Reviews underway that may require Redesign Board consideration

- Facilities management and cleaning (*considered by the Redesign Board on 18.10.16*)
- Road verge, amenity and grass cutting and planted areas (4 functions) (*being reported to Community Services Committee on 3.11.16 so may not require Board consideration*)
- Capital programme management, including charging to capital
- Harbours
- Trading standards
- Community right to participate and asset transfer to community groups.
- Supporting CPP, local committees and DPs and engagement and scrutiny of police and fire services (Members requested that the latter should focus on rationalising the no. of places for reporting).
- Depots, stores and fleet maintenance.

- Procurement (*recent decision for a shared service so may not require Board consideration*)
- HR function

Mini reviews, largely affecting income, charges and commercial opportunities.

1. Review of charging for the pre-application planning service (major and local developments).
2. Collection of monies for BIDs
3. Collection of Scottish Water charges
4. Income potential to be explored from materials testing lab for construction projects
5. School hostels
6. Music tuition
7. School catering
8. Private sector housing grant
9. Car parking and car parks
10. Public conveniences
11. Elections – cost recovery on providing information to political parties, agents etc. on information associated with counts
12. Estates service – review of income target
13. Council energy supply / generation company option

The Highland Council

Minutes of Meeting of the **Redesign Board of the Highland Council** held in Committee Room 1, Council Headquarters, Glenurquhart Road, Inverness on Tuesday, 30 August 2016 at 2.00pm.

Present:

Mrs I McCallum (Chair)	Mr M Reiss
Mr B Lobban (Vice Chair)	Mr A Christie
Mrs M Davidson	Mr T Prag
Mr B Fernie	Dr J Davis
Ms M Smith	Mr D Millar

Also Present:

Mr A Henderson

Mr J Gibson, UNISON

Mr M Haymer, GMB

Officials in attendance:

Mr S Barron, Chief Executive
Mr D Yule, Director of Finance
Mrs C McDiarmid, Head of Policy and Reform
Ms R Cleland, Corporate Communications Manager
Miss J MacLennan, Democratic Services Manager

Business

1. Apologies for Absence

Apologies for absence were intimated on behalf of Mr G MacKenzie, Mr T MacLennan, Mr J Gray, Dr I Cockburn, Mr A MacKinnon and Mrs D MacKay.

2. Declarations of Interest

There were no Declarations of Interest.

3. Minutes of Previous Meeting

There had been circulated Minutes of the previous Meeting held on Tuesday, 21 June which were **AGREED**.

4. Redesign Progress: Concluding Phase 2 on re-prioritising services and the proposed approach to Phase 3 on appraising options for change

There had been circulated Report No. RDB/11/16 dated 26 August 2016 by the Head of Policy & Reform which described the process undertaken by the Board to conclude Phase 2 of its work and set out proposals to begin Phase 3.

Following a summary of the report, the Chief Executive thanked Members and Staff Side Representatives for the considerable level of work which had been undertaken over the Summer Recess period.

Thereafter, and during discussion, the following issues were raised:-

- there had been 4 Workshops undertaken (as opposed to the 3 which had been detailed in the report);
- the Workshop on how to become a more enabling Council from the perspectives of 12 diverse community groups had been especially important and relevant to the work of the Board;
- more work needed to be undertaken to identify what the Council – and other public agencies – could do better;
- Booklet A listed all of the functions which had been identified, grouped by the outcome agreed and the extent to which they were statutory or discretionary and this was particularly helpful and informative for Members;
- a Glossary of terms/abbreviations within the Booklets would also be helpful;
- in terms of the staff who were to be identified to be part of a challenge and review team, and with specific reference to the values developed by the Board which would guide the approach to Phase 3, it was noted that the Director of Finance would champion the value of ‘Challenging’ and the Head of Revenues and Business Support would lead on ‘Open to Ideas’;
- in relation to the future work to be undertaken, it would be important for the reasons for the reviews to be positively conveyed to staff;
- over 37 local focus groups (as opposed to the 20 stated in the report) had now been run in localities and depots as part of Phase 1;
- consideration of the views and opinions of staff at all levels was imperative throughout the process;
- in regard to the proposals for Board Members to shadow staff, it would be important for Members to shadow staff within Services which were not familiar to them if possible;
- in terms of the Conference to be hosted by the Council in the Autumn, with input from all localities, it would be important to find the right balance between presentations and contributions at this event;
- consideration should be given to commencing the Workshops on 13 and 20 September at 12 noon;
- priority had to be given to the review of Catering, Cleaning and Facilities Management as this was required to be concluded as soon as possible and by the end of the year;
- in terms of the timetable for reviews, it was important that key decisions were taken at an early date and as such the proposed wording within the report should be changed from ‘over a 24 month period’ to ‘through 2017/18 and beyond’; and
- further Workshops should be arranged during September and October – with final details being notified to Members of the Board in due course.

Thereafter, the Board **NOTED**:-

- i. that, by meeting fortnightly through the Summer Recess, it was on track with concluding Phase 2 of its work and beginning Phase 3 and this would be reported to the full Council on 8 September;
- ii. the wide range of Council functions and the extent to which they were statutory or discretionary as shown in Booklet A;

- iii. that a communications plan was in place for concluding Phase 2 and beginning Phase 3;
- iv. the positive feedback from community planning partners to engage with redesign as described in Appendix 3 with further opportunities to engage as set out in Paragraph 4.23; and
- v. the implications as set out in Section 6 of the report – on the basis that reviews would be undertaken through 2017/18 and beyond.

The Board **AGREED**:-

- i. the long list of functions proposed for review as set out in Booklet B, noting that they covered both statutory and discretionary functions and were spread across all Council services;
- ii. that the approach to Phase 3 could demonstrate the values of challenging, open to ideas, participating and empowering;
- iii. that the long list of reviews be prioritised by the Board during September, taking into account the factors listed in Paragraph 4.5, and that it seeks delegated authority from the Council to decide those functions for review in 2016/17;
- iv. reviews should include the range of options for service delivery included in Paragraph 4.9, other than for those identified by Members to have a narrower focus e.g. on charges and income;
- v. reviews would be carried out internally through 2017/18 and beyond through challenge and review teams, with a pool of staff identified by the Chief Executive for these teams, with scope for external support where appropriate as described in Paragraph 4.13 (this would include the Director of Finance and the Head of Revenues and Business Support as Champions of 'Challenge' and 'Open to Ideas' respectively);
- vi. reviews would be scrutinised by the Board supported by Sub-Groups of Members for particular reviews once the reviews for 2016/17 had been identified;
- vii. to continue with the ways to engage staff as listed in Paragraph 4.17;
- viii. that Group Leaders and the Chair and Vice Chair of the Board should meet with Officers to develop proposals for the Board on public engagement, including the public in general, representative groups across communities and with those using the services in scope for review in 2016/17;
- ix. that a Conference should be hosted by the Council in the Autumn involving community bodies, partners and Government to agree action to support community bodies to do more in and with their communities. A draft Programme would be considered by the Board in September; and
- x. that the Board should continue to meet fortnightly through October and to cover the topics as set out in Paragraph 5.1 of the report.

The meeting ended at 3.20pm.