

HIGHLAND COUNCIL

Committee: Redesign Board

Date: 29th August 2017

Report Title: Proposed Remit and Work Plan for the Board

Report By: Chief Executive

Purpose/Executive Summary

- 1.**
- 1.1 This report contains a proposed remit and work plan for the Redesign Board. This was requested by the Council for the Council meeting on 7th September 2017. It also proposes that the Board seeks authority from the Council to agree the programme of peer reviews, bearing in mind that any Member can propose service areas and functions for review to the Board.

Recommendations

- 2.**
- 2.1 Board Members are asked to discuss the report, proposed remit and work plan. The remit and work plan have been developed from the requirements of the Board agreed by the Council and from the two Board workshops held to date. Any changes agreed at the Board meeting will be made in time for the papers to be issued for the Council meeting on 7th September 2017.
- 2.2 Board Members are asked to agree that the Council is asked to endorse the criteria for identifying peer reviews at Appendix 1. It is also recommended that the Board seeks delegated authority from the Council to agree its programme of reviews, noting that Members can propose service areas and functions for review to the Board.

3. Council requirements of the Board

- 3.1 At the Council meeting on 1st June 2017, Members agreed that the Redesign Board should continue and be resourced for a further year to take forward and develop a redesign programme. It would develop its work plan for the year and present this to Council for approval on 7th September 2017.
- 3.2 At the Council meeting on 29th June, Members agreed the redesign statements, describing what redesign means and the new values to be adopted. These are central to the work of the Redesign Board. In summary, the vision for redesign is that the Council needs to be:
1. More **open-minded** to new ways of delivering services, with 10 options identified;
 2. More **commercially-minded**, raising income to sustain services and jobs across the region; and
 3. More **community-minded** by listening locally, widening participation in decision-making, supporting community bodies to do more and to target support to particular people and places in most need.
- 3.3 In addition the experience of the redesign process showed that:
1. **Staff are central to identifying and making the changes needed**, and we should build on the new ways of engaging staff in redesign by developing a programme of organisation change and support; and
 2. We need a new way of working between Members and officers that enables earlier Member involvement in policy development and to support **constructive working relationships** across Member Groups and with staff.

These five aspects above can form discreet work streams for the Redesign Board

- 3.4 At the Council meeting on the 29th June Members also agreed that the Redesign Board would support and oversee progress in changing local governance with communities, community bodies and where appropriate with partners, contributing to the expected national review of local governance. This can be included in the work stream around becoming more community-minded.
- 3.5 Other changes to governance agreed by the Council will affect the work of the Redesign Board; we will have to find the right fit with the new Policy Development Groups (agreed 1st June 2017) and the Commercial Board (agreed 29th June 2017) and ensure there is no duplication of effort.
- 3.6 Importantly the Redesign Board will have to ensure redesign helps to meet the affordability challenges facing the Council. At the Council meeting on 29th June 2017 Members noted the budget assumptions made by the Director of Finance, highlighting a gap in the Council's revenue budget of between £129.7m and £186.9m over the next five years. A report on the approach being taken to address this budget gap is reported separately to this meeting of the Council.
- 3.7 The Redesign Board will also contribute to the Council's Programme once confirmed. This means that the work plan will need to adapt to any new requirements arising from the Programme.

4. Redesign Board views on its remit and work plan

- 4.1 Elected Member and Trade Union representation is confirmed for the Redesign Board. Other Members have attended the workshops as well. The meetings are open to all Members to attend. The Board has met twice in workshops to date. It has agreed to

meet monthly in workshops and to hold additional formal Board meetings when decisions are required and to synchronise these Board meetings with Council meetings. The calendar of meetings has been agreed.

4.2 In the two workshops so far Board Members have also:

- Heard from staff groups on the efficiencies they have identified and the changes they are making.
- Scrutinised the progress in implementing the peer review of street lighting, and are keen to scrutinise progress with other reviews concluded.
- Reviewed the areas for new peer reviews and identified five to date. These are: music tuition, commissioned preventative services for children, car parking, grey fleet and procured legal services. Members and Trade Union representatives for these reviews are also agreed.
- Agreed the criteria to identify peer reviews, as set out in Appendix 1.
- Agreed the changes to the peer review process based on the [feedback](#) from those involved to date.
- Received information about their role in peer reviews (from the peer review [framework](#) and the [code of practice in shadowing staff](#)).
- Offered support and challenge for the review being carried out in Community Services on fleet maintenance.
- Contributed to workshops on the Council's energy role.
- Taken part in activities to identify the change Board Members want to see in the Council and what the Board should achieve in the next year. This included the need to keep going with redesign as well as identifying new areas of work.

4.3 Information about Redesign, including the content and output from Board workshops is available on the [redesign pages](#) of the intranet.

4.4 The discussions in the workshops have helped to build the programme of work into the five work streams identified above. Some new areas of work this highlighted include:

- Capture the extent to which unnecessary processes and burdens on staff are removed and work is streamlined to help manage workloads and improve responsiveness of services, from the programme of Lean and other reviews.
- Celebrate and communicate the achievements of staff in identifying the change needed and making the change happen.
- Design a new process for adopting review recommendations within Services and the process and timescales for checking in on implementation.
- Develop proposals on a refreshed set of organisational competencies and attitudes, covering knowledge, skills and behaviour.
- Include in the programme of organisation change and support how to make the Council a more rewarding place to work, an employer of choice, treating staff with respect, improving jobs and recognising the positive terms and conditions staff have (to support the Council's approach to workforce planning).
- Recognise that the Redesign process has been largely introspective (other than community body feedback) and the need to explore the behaviours required of the Council from a partner perspective and with partners.
- Develop a process for reviewing services delivered in partnership if partners agree to be involved.
- Identify further opportunities for Member development given the changing expectations of Members.
- Developing a new communications plan for redesign covering all of the Board's activities and for the range of redesign stakeholders.

- 4.5 The proposed remit and work plan are attached at Appendix 2 for Board Members to consider. There are five objectives, each with related activities and tasks. They are for the Board to produce proposals for the Council on redesign to demonstrate:
1. The Council is more open-minded to new ways of delivering services.
 2. The Council is more commercially-minded by adopting more efficient business practice.
 3. The Council is more community-minded.
 4. That staff and Members will be supported in the change that is needed by a programme of organisational change and support.
 5. The Council is adopting new ways of supporting constructive working relationships across Member Groups, between Members and staff, between the Council and its partners and with its communities; all working together for our communities.

A 6th work stream is proposed to develop a Redesign Communications Plan.

- 4.6 It is proposed that the Board provides progress reports to each meeting of the Council.
- 4.7 To enable the Board to work at pace, it is proposed that the Council is asked to endorse the criteria for identifying peer reviews as attached at Appendix 1 and to delegate authority to the Board for agreeing its programme of reviews. Any Member can propose areas for review to the Board by contacting the Chair, the Head of Policy and Reform or by attending a workshop.

5. Implications

- 5.1 Resource: There are no new financial implications from the work plan as the Council has agreed to resource the redesign process until June 2018. In terms of staffing resources, opportunities for engaging staff and Trade Unions in the redesign process will be discussed at the Staff Partnership Forum on 28th August 2017. Any issues arising can be fed back verbally at the Board meeting.
- 5.2 Legal: There are no new legal implications arising from the work plan. If legal implications arise from specific work streams these will be reported to Members.
- 5.3 Community (Equality, Poverty and Rural): The work plan includes the need for peer reviews to have community impacts clarified and a key work stream is around the action needed to demonstrate the Council becoming more community-minded.
- 5.4 Climate Change: There are no climate change implications at this time, although the peer reviews into grey fleet, car parking and fleet maintenance may have implications. These will be identified when the reviews are reported.
- 5.5 Risk: The risk of the redesign process losing pace and impact will be mitigated by the work plan.
- 5.6 Gaelic: There are no Gaelic implications.

Date: 23.8.17

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Criteria for identifying peer reviews agreed at the Board Workshop 15.8.17

Peer reviews are particularly helpful for:

- Constructively and sensitively challenging the service delivery and resourcing model in use;
- bringing Member views in early to a review process; and
- involving Trade Union representatives and staff in service redesign.

Peer reviews apply to statutory and discretionary functions. They conclude within a 12 week period.

Drawing on the approach to identifying review areas so far Peer reviews can be identified from the following sources/reasons:

- **Member views**
 - Where Members seek change, improvement or enquiry or need more support and information to reach decisions. Policy Development Groups may also seek peer reviews of particular services or functions.
- **Financial**
 - Large scale of current budget, savings potential, where we find budget growth, cost increases or high comparative costs.
- **Service improvement**
 - Member feedback and other performance / CRM data that identify an unexpected decline in performance or satisfaction, benchmarking data that shows where other Councils perform better, internal or external audits or unexpected increases in complaints.
- **Professional**
 - Where Directors, Heads of Service and managers identify unsustainable service delivery, feel that new levers for change are needed to deal with service issues that are 'stuck' or not concluded and where 'fresh eyes' are welcome to bring new insights to a complex service area.
- **Staff side and Trade Union views**
 - Where staff and/or their representatives have particular workforce insights that suggest alternative service delivery models should be explored.
- **Adapting to change from the external environment**
 - To prepare for changes expected or to be implemented as a result of a national policy review, ability to meet national targets, the Government's Programme, legislative change, changes to operations of partner and other service providers.

Partnership services

Services delivered in partnership could still be included for peer reviews but they would need partner cooperation and agreed changes to the peer review framework. The Board might be minded to work with partners to develop a review framework for jointly commissioned reviews.

Challenging and supporting the scope of other reviews

The Redesign Board may also have an interest in other review activity that is already underway or planned in Services as part of ongoing service improvements. The Board may seek to:

- challenge the scope of those reviews;
- have assurance that alternative service delivery models are being considered if that is appropriate;
- ensure review outcomes are aligned;
- support the review activity; and
- encourage improved pace.

Other types of review

Peer reviews are one type of review. Other types of review better suited to some areas of service include: lean reviews, commercial reviews, community reviews (to be developed), procurement reviews, professional practice reviews, reviews from national policy change, audit findings and digital change.

Peer reviews may conclude that another form of review is also required, e.g. identifying specific functions for a Lean review.

Draft Remit and Work Plan for the Redesign Board

Purpose

The Council's Redesign Board will operate from June 2017 to June 2018, continuing the redesign process that started in 2016/17. Its purpose is to demonstrate pace and delivery in the redesign of the Council, using inclusive methods.

Redesign will be a continual and systematic process of change and improvement, constructively challenging our current processes and ensuring the Council adapts successfully to its changing operating environment, including its budget challenges.

Objectives

The Board will produce proposals for the Council on redesign to demonstrate:

1. The Council is more open-minded to new ways of delivering services.
2. The Council is more commercially-minded by adopting more efficient business practice.
3. The Council is more community-minded.
4. That staff and Members will be supported in the change that is needed by a programme of organisational change and support.
5. The Council is adopting new ways of supporting constructive working relationships across Member Groups, between Members and staff, between the Council and its partners and with its communities; all working together for our communities.

Inclusion

To ensure the Board's proposals for Council are developed inclusively, key stakeholders to involve are: staff; Trade Unions; citizens, especially those with a particular interest in service areas reviewed; community bodies; our Community Planning Partners; and other service providers affected by reviews.

Scope

The Redesign Board will also contribute to the Council's Programme once confirmed. This means that the work plan will need to adapt to any new requirements arising from the Programme.

The Redesign Board may need to adapt its work plan depending on the Council budget set and any other external changes affecting Council operations.

Timescales for reporting

The Board will provide progress reports to each meeting of the Council.

Membership

The Board is made up of 16 Elected Members as per the formula for political balance and 2 representatives of Trade Unions selected by Trade Unions.

Frequency and format of meetings

Board Members will meet monthly in workshop sessions, normally the 2nd Tuesday of each month.

Workshops will be open to any Council Member to attend and will not be held in public. Workshops are required to enable discussion, the development and testing of ideas, thinking through scenarios and impacts and problem solving. Briefings may also be provided in workshops from those external to the Council to share lessons learned from their experience.

Formal Board meetings will be held in public with agendas and reports published in advance on the Council's website. Where items are to be considered in private they will be clearly marked on the agenda with the relevant exemption and their confidentiality will be maintained by Members. Members will receive the agendas and reports for the Board electronically with paper copies made available only on request.

Evaluation

The Redesign Board will evaluate its progress and processes continually; learning as it goes. The peer review process has already adapted based on feedback on its use in 2016/17. It will try new methods in its workshops for generating ideas and sharing information and learn from these and identify what might be transferable to other areas of Council business.

Work Plan

The role of the Board and its activities to deliver on the objectives above are set out below.

1. The Council is more open-minded to new ways of delivering services.

The Board will:

- a. Make recommendations to Council for changing service delivery models by identifying and overseeing a programme of service/function peer reviews which Board Members and staff will be involved in. Reviews will appraise 10 options for change.
- b. Identify the criteria for peer reviews.
- c. Monitor and scrutinise the implementation of peer reviews agreed.
- d. Design a new process for adopting review recommendations within Services and the process and timescales for checking in on implementation.
- e. Support and challenge business cases developed from peer review recommendations.
- f. Support and challenge reviews underway within Services to ensure they align with redesign ambition.
- g. Continually improve the review process by learning as we go, refreshing review methods and materials.
- h. Communicate its review programme to make reviews normal business as a way of improving how we operate with options, cost and impact in mind.

2. The Council is more commercially-minded by adopting more efficient business practice. The Board will:

- a. Oversee the programme of Lean and similar reviews and ensure that staff are engaged in this process.
- b. Capture the extent to which unnecessary processes and burdens on staff are removed and work is streamlined to help manage workloads

and improve responsiveness of services, from the programme of Lean and other reviews.

- c. Celebrate and communicate the achievements of staff in identifying the change needed and making the change happen.
- d. Refer to the Commercial Board any income generation ideas that arise from the programme of reviews and any businesses cases developed from reviews, for the Commercial Board to consider and implement.
- e. Ensure that advice from the shared procurement service is integrated into the programme of reviews.
- f. Ensure that the peer review process takes a risk-aware rather than a risk-averse approach.
- g. Be briefed on the new national approach from Audit Scotland on the Best Value Assurance Reviews for local authorities and consider how Redesign is contributing to that (this applies also to the other objectives).

3. **The Council is more community-minded.** This means listening locally, involving people and groups more in the decisions affecting them, supporting community bodies to do more in their communities and targeting support to particular people and places in most need. The Board will:

- a. Oversee and support greater community participation in local decision-making with proposals developed for the national review of local governance (expected to be announced in Autumn 2017).
- b. Learn from practice elsewhere on how to widen democratic participation, identifying new processes and new competencies to develop.
- c. Propose a response for the Council on any consultation on a Local Democracy Bill by June 2018.
- d. Act on the findings from the Commission on Highland Democracy, as agreed by the Council.
- e. Continue to develop the programme of participatory budgeting across the Council, with the process introduced in new places and for different areas of expenditure.
- f. Work with the CPP and community bodies to develop the Community Gateway idea to provide a single point of contact to support community bodies.
- g. Work with community bodies to deliver staff training to support more community action.
- h. Ensure peer reviews include assessments of impact on particular communities (of interest and place).
- i. Develop communications plans for engaging with communities on service areas that are under review and/or changing as a result of redesign. These must be open about the funding challenges, seek community participation in finding a solution and/or developing a community-run service and reduce expectations of the Council in continuing to do everything it currently does in the same way.
- j. Develop an approach to reviewing services/functions with communities – community reviews. This would sit alongside other types of reviews overseen by the Board and support the implementation of the Community Empowerment Act.

- k. Review the results from the Citizens' Panel 2017 survey relating to active citizenship to identify what needs attention.
- l. Monitor the Council's response to new duties under the Community Empowerment Act to make sure we respond well to community bodies making participation requests and applying for asset transfers.

4. That staff and Members will be supported in the change that is needed by a programme of organisational change and support. The Board will:

- a. Embed the new ways of engaging staff in redesign by using:
 - i. the staff panel (as staff, service users and sources of local knowledge);
 - ii. an on-line ideas tool;
 - iii. management briefings; and
 - iv. the local forums for face to face briefings with Board members attending.
- b. Design the programme of organisation change and support to reinforce our values of: challenging; open to ideas; participating; and empowering.
- c. Review the results from the Citizens' Panel 2017 survey relating to organisational culture to identify what needs attention and for public perception of the Council to improve.
- d. Develop proposals on a refreshed set of organisational competencies and attitudes, covering knowledge, skills and behaviour. These will support the Council's workforce planning.
- e. Recommend how to apply the organisational competencies to all relevant HR processes to support the Council's workforce planning.
- f. Identify with Members the development they need and arrange briefings and development sessions (e.g. facilitative leadership course noted below).
- g. Learn from good practice in Highland and elsewhere on how to free up staff to work boldly and imaginatively with communities and other bodies and to find new ways of running services locally.
- h. Include in the programme of organisation change and support how to make the Council a more rewarding place to work, an employer of choice, treating staff with respect, improving jobs and recognising the positive terms and conditions staff have. This will support the Council's approach to workforce planning.

5. The Council is adopting new ways of supporting constructive working relationships across Member Groups, between Members and staff, between the Council and its partners and with its communities; all working together for our communities. In addition to the actions above supporting this objective, the Board will also:

- a. Recognise that the Redesign process has been largely introspective (other than community body feedback) so it will explore the behaviours required of the Council from a partner perspective and with partners.
- b. Develop a process for reviewing services delivered in partnership if partners agree to be involved.
- c. Co-host and take places in the facilitative leadership course being run by the What Works Scotland programme in the Spring 2018.

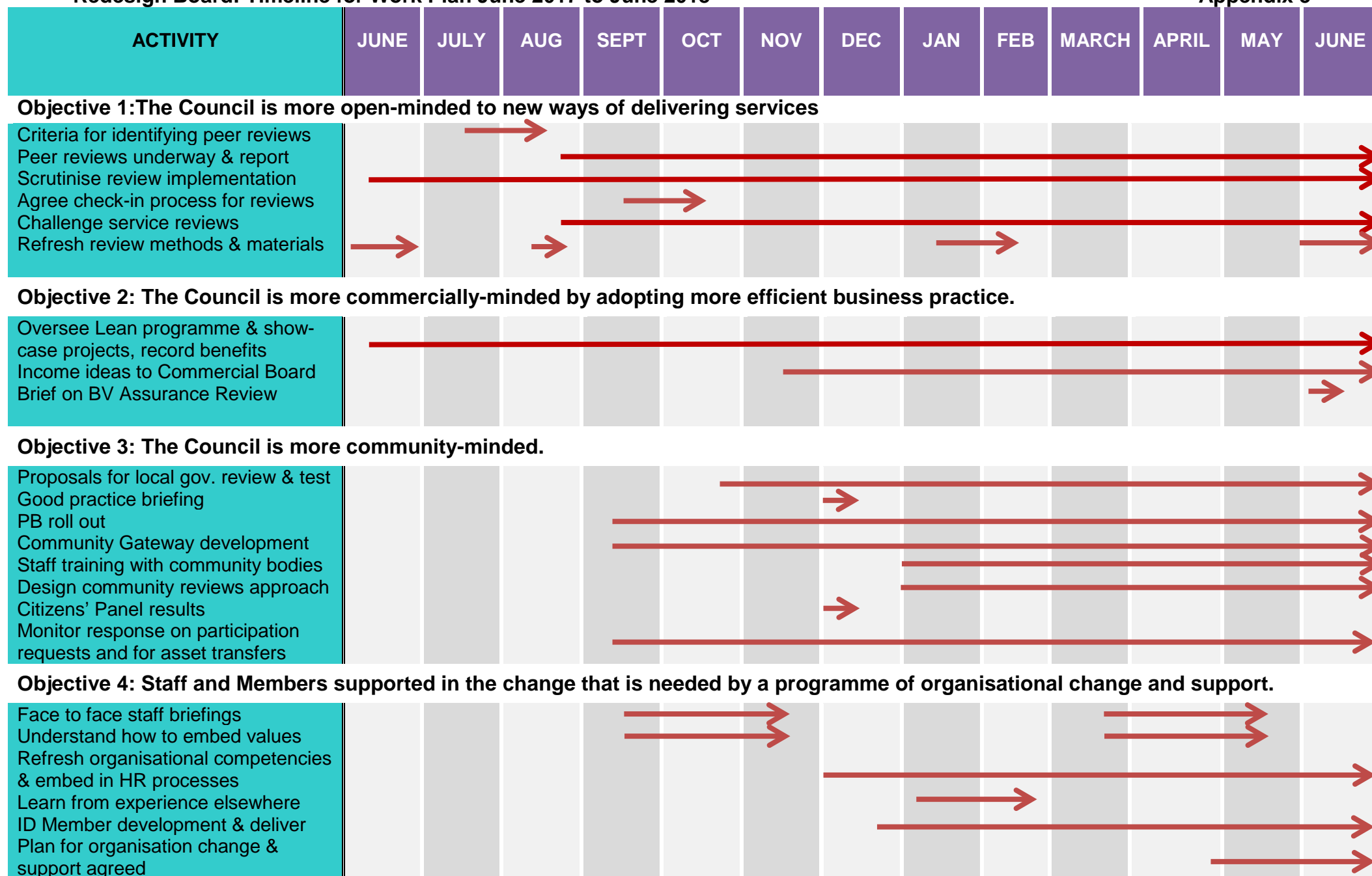
- d. Involve community bodies in the programme of organisation change and support.
- e. Ensure good linkages between Redesign Board members and the wider Council Membership through briefings, communication within groups, enabling Members to attend all Board workshops and meetings, regular up-dates to the Council on redesign and liaison with Policy Development Groups.
- f. Identify further opportunities for Member development given the changing expectations of Members.

6. A Redesign Communications Plan

A new Communications Plan will be developed to support the Redesign Board. This will be for all stakeholders, ensuring redesign is clearly communicated. The Plan will be in Plain English, and include how redesign is making a positive difference for staff and communities and of our capacity to change for the better.

Redesign Board: Timeline for Work Plan June 2017 to June 2018

Appendix 3



ACTIVITY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE
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Objective 5: The Council is adopting new ways of supporting constructive working relationships across Member Groups, between Members and staff, between the Council and its partners and with its communities; all working together for our communities.

