

Agenda Item	13
Report No	HC/48/17

HIGHLAND COUNCIL

Date: 14.12.17

Report Title: **Redesign of Highland Council Progress Report**

Report By: The Chief Executive

1. Purpose/Executive Summary

- 1.1 This report provides Members with an up-date of the Board's activities since the Council meeting in October 2017. Two Board workshops have been held since then and another is planned for later in December, along with a formal Board meeting. The Board has focused on its programme of reviews and staff engagement. No Council decisions are required on redesign at this time.

Recommendations

- 2.**
- 2.1 Members are asked to note:
- i. the Board's growing programme of reviews, with five peer reviews underway, a new peer review to be undertaken and new areas for Lean reviews. Recommendations from current peer reviews will be made by early 2018 and in time to feed into the budget process.
 - ii. that Board workshops are open to all Members to attend and that Members can propose areas for review to the Board.
 - iii. the positive engagement with staff in the 16 local briefings carried out between October and December. Nine Board members including trade union representatives and two further members participated. Over 500 staff took part in the briefings and generated nearly 200 ideas and issues to explore. These are being considered in the relevant budget theme groups as well as the Redesign Board. Feedback to staff is being arranged.
 - iv. The Board has begun to develop its communication plan and this will continue over the next few months.

3. Introduction

3.1 In the two workshops since the last report to Council, the Redesign Board has focused on progressing its programme of peer reviews, learned about progress with two former reviews and a current Lean review, supported face to face briefings with staff across the region and begun work on its communications plan. Recent Board activities are described more fully below and can be tracked on the [website](#). No redesign decisions are sought from Council at this time.

4. Programme of reviews

4.1 Being more open-minded to new ways of delivering services is a fundamental part of redesign. This is supported by a programme of reviews. In the two workshops held in November and December the Board:

1. Has been briefed on the progress being made with implementing the waste review and review into additional support needs (ASN) in schools. These concluded earlier this year. Progress with business case development on waste is due to be reported to the EDI Committee early in 2018.
2. Has considered up-dates from the five peer reviews and a potential energy project as noted below;
3. Has agreed to commission a new peer review for in-house and out-sourced trade services, with a review team to be appointed;
4. Has provided views on the in-service review of school lets; and
5. Has heard how a Lean review of the resource allocation process for ASN is progressing.

- 4.2
1. Music tuition: This review has progressed the furthest. It has engaged widely with a range of stakeholders, including instructors, principal teachers of music, primary head teachers, groups of pupils and parents. It has also benefitted from a forensic approach to understanding the income and expenditure involved in this service. Board members have considered the emerging proposals and have acknowledged the broader social and educational value of music tuition for those involved. Areas for improvement have been identified and options for redesigned service delivery have been identified and are being appraised. The Board will consider its recommendations in a formal board meeting later this month. The Board's recommendations will then be made to a relevant committee or Council and feed into the Council's budget process.
 2. Commissioned preventative services for children: having identified 20+ providers and the costs involved the review team is working to align the services provided with the priorities for children's services, including preventing children moving into residential care where possible. Given the complexity of current arrangements the Board has agreed extra time for this review with emerging proposals to be discussed with the Board in January 2018. Recommendations on redesigned service delivery would be considered soon afterwards in a formal board meeting and in time to feed into the Council's budget process.
 3. Grey fleet: the review team is analysing data on car use and costs and has surveyed staff for views. Emerging proposals for redesign will be discussed in a workshop later this month with recommendations to be agreed in January 2018 in a formal board meeting and in time to feed into the budget process.
 4. Car parking: the Board agreed the scope of this review in November. Work is underway and emerging proposals are expected for January 2018, with recommendations to be considered soon afterwards in a formal board meeting and in time to feed into the budget process.

5. Procured legal services: the Board agreed the scope of this review in November. Work is underway and emerging proposals are expected for January 2018, with recommendations to be considered soon afterwards in a formal board meeting and in time to feed into the budget process.
6. Potential energy project: options for the Council around energy generation and supply have been explored by the Board since June as a way of reducing energy costs and generating income. Possibilities are still being clarified and later this month the Board will consider if there is a robust business case to invest in a self-funding model in solar PV energy generation from the Council's estate. The Board's recommendations would then be passed to an appropriate Committee or Council early in 2018.
7. New peer review into in-house and out-sourced trade services: The need for this review was identified by staff in the recent round of staff briefings. A team will be appointed and Members have been identified. The scope of the review will be considered by the Board in January with recommendations expected late March/April 2018.

4.3 Several Lean reviews are in progress and the Efficiency budget group is prioritising which reviews to undertake next. Results of reviews are show cased to the Board. Ideas for five new areas for Lean reviews were identified by staff in the recent round of staff briefings.

5. Communications

5.1 Staff communications

Following staff briefings for managers, covering the Council's approach to financial planning, workforce planning and redesign (plus Lean reviews), 16 briefings were rolled out to staff across 14 locations¹. The briefings involved a presentation by senior staff. Nine Board Members including both trade union representatives plus two further members also took part and shared their views. The briefings were designed to encourage staff ideas for budget savings and new areas for redesign.

5.2 Over 500 staff attended. There was good turnout particularly from manual workers. The smaller sessions were most discursive and overall nearly 200 ideas and issues were raised. These are being collated and passed to the relevant budget theme group and Redesign Board. The new ideas for a peer review of trade services has already been agreed by the Board and five new Lean reviews suggested will be programmed. New ideas for income generation and commercial activity were raised and a theme of reducing spend on suppliers emerged. All ideas will be considered and we will feed back to staff on what is happening as a result of their involvement.

5.3 Communications Plan

A communications plan was drafted and the first discussion with the Board has taken place. This has identified the aims of the plan, different stakeholders to communicate with and what redesign is likely to mean for them. Further discussions are planned in workshops to consider how best to communicate with each stakeholder group, including the general public and other public bodies operating in Highland. This will include considering the feedback from the Citizens' Panel on redesign issues.

¹ Local briefings were held in Fort William, Broadford, Dingwall, Ullapool, Nairn, Inverness HQ and 2 depots, Wick, Thurso, Lairg, Kingussie, Golspie and Portree. Venues included offices, depot, village halls and a community centre.

6. Future actions planned

- 6.1 The Board will continue to support and challenge peer reviews, learn about the improvements arising from Lean reviews and consider in-service reviews. In keeping with the Board's work plan, new work to progress includes the support for more community-run services (linked to developing localism) and supporting further organisational change.

7. Implications

- 7.1 There are no new implications arising from this progress report. When recommendations from the Board are made implications will be identified and reported.

Date: 5.12.17

Author: Carron McDiarmid, Head of Policy and Reform Tel (01463) 702852