

Agenda Item	14
Report No	HC/12/18

HIGHLAND COUNCIL

Date: 10.5.18

Report Title: **Redesign of Highland Council: up-date and review recommendations**

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 March 2018. Since then the Board has taken part in two workshops, held a formal Board meeting and fed into the Staff Partnership Forum meeting with Trade Unions. Board workshops continue to be well attended by Members, including those not on the Board. Board activity has focused on the peer reviews in progress, including a new review into building trades services, supporting the programme of Lean reviews and developing the Board's communications plan. Further work is planned on achieving the Board's savings target, and taking forward the Board's objectives around engaging communities on redesign and supporting change across the organisation. No decisions on redesign are required of Council at this time.

2. Recommendations

2.1 Members are asked to note:

- i. The Board recommendations agreed so far this year are being implemented;
- ii. Work continues on three peer reviews underway on: commissioned preventative services for children; car parking and building trades services;
- iii. The Lean programme continues to provide good results from staff on how to change processes for the better with more staff to be trained a facilitators;
- iv. One further session with the Board should conclude its Communications Plan;
- v. The two workshops scheduled by end June will deal with the issues set out in the work plan (on engaging communities in redesign and support for organisation change) and how to achieve the Board's savings target for 2018/19 through reviews. There will also be a stock-take of the Board's work since it was established in June 2017.

3. Introduction

3.1 The activities over the past two months are summarised below. Information from workshops and Board meetings is available on the [website](#).

3.2 Progress with the 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. So far the Board has overseen two types of reviews; peer reviews which focus on whether we have the right service delivery model in place and Lean reviews focusing on efficiency.

4.2 Since the middle of March arrangements have been put in place to implement the Board's peer and other reviews agreed by the Council so far this year to:

- Transfer the music tuition service to Highlife Highland (HLH) for 1.4.18;
- Provide staff with access to car clubs through a pilot at selected sites from May as an alternative to using their own cars for work;
- Take forward the energy project (Solar PV) by assessing site potential and recruiting a Project Manager to begin work in June to liaise with elected members, the electricity network operator and building Responsible Premises Officers (RPOs) on the locations to be used.
- Recruitment to the legal services team (a new solicitor post and a para-legal apprenticeship) will be underway this month. These new posts will reduce the need for external consultancy in particular areas of advice.

4.3 The Board has also shared ideas and discussed the peer reviews in progress on:

- The review into commissioned preventative services for children. This has narrowed down the redesign options to explore as: improving current commissioning; an Arms-Length model of service delivery; or the development of an in-house hub for children's services. The Board has requested further information on the latter two options and noted recent engagement between the review team and current third sector providers;
- Car parking. Discussions at workshops have attracted non-Board members to attend as well and to share their views with Board members. The review team was given a steer from the formal Board meeting on 1st May to make some changes to current recommendations to the Board and to proceed with drafting the detail on some of its proposals. This includes drafting: a revised car parking policy using the team's findings; changes to the Scheme of Delegation to enable more decisions to be made locally; a template for local committees to use to help with their decision-making; options around the formula for income to be retained locally and regionally; and a timeline for implementation. The Board will deliberate on these matters further with the intention of making its final recommendations to the Council meeting in June 2018. Consideration is also to be given on the type of business model to use for car parking.
- Building Trade Services. This review is still gathering information from various sources. The Members on the team will continue to provide up-dates to the Board at workshops until the team is ready to share its findings.

4.4 Since the Council meeting in March the Board has had feedback from the Lean team reviewing the process for allocating funding to schools for additional support needs (ASN). This highlighted the scale of the process; affecting over 10% of the Council's staff and involving 49 significant steps. Problem areas identified included: data quality and standardisation on pupil needs and double handling of data; time needed to

resolve views on needs through mediation with individual schools; little discussion across schools within an Associated School Group (ASG) (apart from in one ASG where a pilot was underway); relatively high levels of stress among ASN staff linked to delays and uncertainties around which pupils they were to support; and lack of awareness and records of staff skills and training.

- 4.5 Examples of good practice were also found and positive feedback was received from those involved in the ASG approach piloted. The team concluded that significant improvement could be achieved if data on needs was provided in the right way, on time and with Head Teachers recognising the importance of getting this right. Also Head Teachers sharing information and planning resources for their ASG together would shift the process from being about competitive bidding for resources to local ownership and shared responsibility for making best use of the total resource available. Improvements already in place from the Lean review included improved data security through use of a SharePoint site and a training register for workforce planning. If all improvements are taken forward 49 steps could reduce in a future state to 18. The timescale for allocation would reduce from 16 weeks to a maximum of 12, Business Support involvement would no longer be needed and there would be scope to re-focus ASN management. These improvements require compliance in using SEEMIS across the school estate, led by the service management team and the roll out of the ASG model with 8 further ASGs this year.
- 4.6 The Board has also considered the key messages for communities about redesign and a further session should conclude its work on its Communications Plan.
- 4.7 Redesign is a standing item on the agenda for the quarterly Staff Partnership Forum meetings with Trade Unions. Any issues arising from the Forum meeting on 4th May can be reported verbally at the Council meeting. Trade Unions are represented on the Board and take part in peer review teams.

5. Next steps

- 5.1 Two further Board workshops are scheduled until the end of June so far. Business will be focused on:
- Reviews – concluding those currently underway and commissioning new peer reviews, proposing new types of reviews to support the Board's objective on engaging communities and how to achieve the Board's savings target. Two further Lean showcases will be made from the current programme and in addition to training 12 more staff as Lean facilitators in the summer (48 in total) an online learning module will be promoted.
 - Concluding the communications plan.
 - Briefings on how we are supporting more community-run services and how we can involve communities further in redesign. This will include the learning from the recent Member seminar on local democracy and the event some Members and partners were able to attend on 'Having community conversations that matter'.
 - Supporting organisational change and development across the organisation.
 - A stock-take of the Board's year in operation, since June 2017 against its work plan and remit.

6. Implications

- 6.1 Resource – Redesign is resourced until June 2018 at this time. Reviews will continue to find ways of redesigning services to be affordable. Discussion on achieving the savings target is scheduled for the May workshop.

- 6.2 Legal: There are no new legal implications arising from the Board's activities since March 2018.
- 8.3 Community (Equality, Poverty and Rural): Work on engaging communities in redesign has been considered through the development of the communications plan and has been raised by Members in the car parking review to date. New work is planned on involving communities in redesign reviews and this will be reported to the May workshop.
- 8.4 Climate Change / Carbon Clever: Access to car clubs on selected sites should reduce our carbon emissions from staff travel given the vehicles in use.
- 8.5 Risk: The new risk for the Redesign Board is the delivery of the savings required of it. Discussion is planned on this risk, with mitigating actions identified, at the Board workshop in May.
- 8.6 Gaelic: There are no Gaelic implications.

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