

Agenda Item	17
Report No	HC/7/20

HIGHLAND COUNCIL

Date: 12.03.20

Report Title: **Redesign of Highland Council: up-date from the Board.**

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 2019. Since the October Council the Board has had one meeting to review progress on Council redesign and to identify new projects. Members are asked to approve the minutes of the last meeting and note the continued progress on Council Redesign work.

2. Recommendations

2.1 Members are asked to:

- i. Approve the Minutes of the last Redesign Board; and
- ii. Note progress on Council Redesign work;

3. Implications

- 3.1 Resource: The resources associated with ongoing redesign work is funded from Service budgets. Any additional pressures arising from the outcomes of redesign work will form part of the Council's Change Programme proposals. One of the key aims of redesign work is to identify and deliver efficiencies, which will strengthen the Council's financial position.
- 3.2 Legal: There are no new legal implications arising from this report.
- 3.3 Community (Equality, Poverty and Rural): There are no implications arising from this report.
- 3.4 Climate Change / Carbon Clever: There are no direct implications arising from this report.
- 3.5 Risk: All of the projects identified in the report will carry elements of risk, but the implications of recommended outcomes are being fully assessed and reported to Members as part of the process.
- 3.6 Gaelic: There are no Gaelic implications.

4. Redesign Update

- 4.1 The Board has had one formal Board Meeting since the last report to Council which provided an update on progress with the redesign reviews currently underway as well a full discussion on areas for future work, which emerged from a series of rapid reviews carried out by teams of officers from across the Council during November 2019. These rapid reviews have proved useful in highlighting areas for future redesign work. The Minutes are attached as Appendix 1. Members are asked to agree the Minutes.

5. Outcomes from the Rapid Reviews

- 5.1 Members will recall that at the October Council meeting, it was agreed to accept the Redesign Board recommendation to carry out a number of time limited "rapid reviews" which could concentrate on specific service delivery areas or functions. This process was designed to build on the current redesign and Lean methodology already in place with the benefit of additional pace (using design sprint techniques) and involved time-limited reviews of particularly challenging or "wicked" problems. These were duly started and completed within a challenging timescale during the course of November 2019 and have resulted in a number of key areas that the Redesign Board has agreed to investigate further. At the Board meeting in December, the Board considered four of the rapid review reports relating specifically to:

- Cashless catering
- Depot rationalisation
- Events and festivals and
- Income from camper van and motorhome parking/facilities.

- 5.2 Further information on each of these rapid reviews is available on the Council web-site [here](#). Members of the Board were supportive of the initial conclusions coming forward from these rapid reviews, recognising that some of the issues raised are complex, but require focussed attention to drive forward changes. Members of the Board and Trade

Union representatives were identified to take part within the review teams.

- 5.3 Work on these reviews will continue and progress reported to the Redesign Board and to Council as they progress.

6. Public Transport – Implications of the Transport Bill

- 6.1 One of the aims of the Transport (Scotland) Bill was to provide local authorities and Regional Transport Partnerships (RTPs) with the flexibility to improve bus services through partnership working with operators or, where there is a good case for doing so, local franchising or running services themselves. The Bill completed Stage 3 of the Parliamentary process on 10th October 2019, and amendments were passed that enable Local Authorities to run services using vehicles that require a PSV licence, either directly or through an arms-length company. The Bill received Royal Assent on 15th November 2019.
- 6.2 A commitment was made by the Council in March 2018 to conduct feasibility work on the options for enhancing Highland bus services once the details and outcomes of the Transport (Scotland) Act 2019 are known. At the Redesign Board in December 2019 there was a full discussion of the issues and opportunities presented by the Act, and whilst we await the detailed regulations arising from it, it was agreed that the Board commences a review of the options for Highland public bus services. It was also agreed that Board members would be fully involved in such a review.

7. Engineering Services Peer Review – Interim Report

- 7.1 The December 2019 Redesign Board also considered an interim report on the emerging findings of the Peer Review of engineering services provided by the Highland Council. It recommended a series of measures to help create a more dynamic, flexible and efficient workforce with leadership to ensure integration and coordination across relevant functions. The recommendations are aimed at consolidating organisational structures and simplifying and aligning workstreams - taking account of the ongoing Council restructure – while fulfilling wide-ranging responsibilities and statutory duties.
- 7.2 The Board debated and agreed the emerging findings set out in the report, as follows:
1. Consolidate the service structure whilst maintaining a focus on dedicated local service delivery and, acknowledging that the Council restructure has partially addressed this, assimilate the wider recommendations in the detailed configuration of the service;
 2. Adopt a single service approach and a collective sense of ownership with a clear vision and strategy, and greater transparency on the associated resource and funding requirements, and the contribution that current and emerging projects will make;
 3. Consider and forecast the resources required for the delivery of all engineering services, and create a workforce plan which encourages flexibility and diversification across all functional areas, ensuring adequate resourcing of strategic transport planning and asset management functions;
 4. Consider the more detailed suggestions for integration of engineering services in paragraph 5.4;
 5. Adopt a 'full cycle' approach to workload and project management, and long-term asset planning and management, defining roles and responsibilities, programme and budget early on;
 6. Incorporate the harbours functions within the wider service;

7. Explore opportunities to streamline process-based functions and associated administrative tasks under the new service structure, including the undertaking of lean review(s) and consideration of electronic methods of workload management;
8. Refine the approach to governance of projects delivered under the single service;
9. Review current overhead costs recovered under the cost multiplier to see if further efficiencies can be made;
10. Review the surplus income requirement (budget pressure) currently sitting with PDU;
11. Consider alternative charging models for services supplied by design engineering services (PDU);
12. Explore longer term potential for supplying in-house design services to partners and private clients;
13. To align the training and development of staff through CPD and on the job training, coupled with a 'cradle to grave' (rainbow) approach, creating a culture of knowledge sharing and nurturing staff development; and
14. Explore the feasibility and implications of emerging options for reconfiguring Roads authorities in Scotland.

7.3 The final report will be presented to the next Redesign and Commercial Board and will subsequently be reported to the following full Council meeting.

8. Other Issues

- 8.1 The Redesign Board also considered progress with the Catering Redesign Review. The final report will be presented to the next Board and will form a part of a report to Council in the future.
- 8.2 Other ongoing issues being monitored by the Board include the outcomes of recent reviews as well as the ongoing Amenities Review.

9. Conclusion

- 9.1 There is a significant body of work being considered through the Redesign Board. As reported elsewhere in this agenda, the membership of the Board will be amended to reflect the merge with the Commercial Board.

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