

Agenda Item	16
Report No	HC/46/22

HIGHLAND COUNCIL

Date: 08 December 2022

Report Title: Redesign of the Highland Council – Work Programme Update

Report By: Depute Chief Executive

1. Purpose/Executive Summary

1.1 This report sets out the Work Programme for the Redesign Board, comprising major projects and a programme of Lean and Rapid Reviews.

The report also confirms the Redesign Board members that are embedded into the respective major projects, working as part of Project Boards in progressing the project work.

2. Recommendations

2.1 Members are asked to:

- i. Note the Work Programme for the Redesign Board, comprising major projects and a programme of Lean and Rapid Reviews

3. Implications

3.1 **Resource:** There are no direct resource implications arising from this report, Project. Sponsors manage the resource commitments required for the successful delivery of their projects from a corporate perspective, ensuring effective and targeted deployment of resource.

3.2 **Legal:** There are no direct legal implications arising from this report. Project Sponsors seek legal advice and take appropriate action as required in respect of their projects.

3.3 **Community (Equality, Poverty and Rural):** Impact assessments, informed by engagement with key stakeholders including partners and communities, are undertaken to evaluate proposals and decisions.

3.4 **Climate Change / Carbon Clever:** There are no direct Climate Change / Carbon Clever implications arising from this report. All Redesign projects proactively make linkages to the Council's Net Zero Strategy.

3.5 **Risk:** All Redesign projects comply with Corporate and Transformation Programme Management Office standards in respect of proactive risk management as a key discipline in the controlled and managed delivery of the work.

3.6 **Gaelic:** There are no specific Gaelic implications arising from this report. All projects will ensure the Council’s bilingual policy is appropriately applied.

4. Major Projects

4.1 The approach to Redesign is set out in the Redesign Review Process Framework as per the following diagram, with the remit for the Redesign Board defined as “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.”



In line with this remit, the work programme for the Redesign Board will respond and align to the Council’s key opportunities, priorities and challenges, including the [People Strategy](#) (as reported to 27 October Council) and the Financial Strategy, taking cognisance of the Financial Crisis and the impacts on our communities.

4.2 At the 07/09/22 Redesign Board, Members highlighted the need to focus resources on projects with the biggest financial and community benefits, with the undertaking that this would be further discussed at a Redesign Board Workshop.

At the 06/10/22 Redesign Board Workshop, Members considered the Projects previously under the remit of the Board, plus new Projects that were agreed as priority areas for change and improvement, and the four major projects agreed to come under the remit of the Redesign Board are as follows:

- Asset Management (see section 4.4)
- Roads (see section 4.5)
- Connected Customer & Digitisation (see section 4.6)
- Bus Company (see section 4.7)

4.3 For each project, Members of the Redesign Board have been embedded as members of the respective Project Boards, and Members assigned to the projects are confirmed in the following sections.

The role of Redesign Board Members in the Project Boards is as follows:

- Attend Board meetings and workshops, whose purpose is to direct the Project in line with the agreed scope and objectives set out in the Project Brief
- Attend planned site/learning visits
- Represent the Redesign Board

4.4 **Asset Management**

The Project Brief was approved at the [20/08/21 Redesign Board](#) with the Project presently focussing on the following workstreams:

- HQ Modernisation
- Block B – Modern Flexible Working Space (Spend to Save investment)
- Rationalisation Target List
- Depot Rationalisation in Inverness
- Portree Public Sector Co-location Project

4.4.1 The Redesign Board Members embedded in this Project are as follows:

Cllr Andrew Jarvie
Cllr Calum Munro
Cllr Marianne Hutchison

4.4.2 A report to the [28/11/22 Redesign Board](#) was presented, providing an update on progress of the Asset Rationalisation pillar of this Project.

4.4.3 An additional report was taken to the Redesign Board on 28 November specifically focused on the [Town House](#). The report's recommendations were approved with the detailed implications to be worked through by the Asset Management Project Board.

4.5 **Roads**

The Project Brief was approved at the [18/02/22 Redesign Board](#), and the summary purpose and objectives of the Project are as follows:

- **Purpose:** To redesign the service where necessary and deliver improvements for the effective, efficient, and sustainable delivery of all Engineering and Roads operations and improve Road Condition across the Highlands
- **Objectives:**
 - Improved Road Condition and Strategic Roads and Asset Management Plan.
 - A more responsive service and improved communication with our stakeholders.
 - A more efficient use of resources and value for money.
 - Improving cross functional and service collaboration. Using Lean to improve service delivery.
 - Leveraging partnerships to improve our value proposition.

4.5.1 Redesign Board Members embedded in this Project are as follows:

Cllr Raymond Bremner
Cllr Russell Jones

Cllr Trish Robertson

4.5.2 The project team has been successfully established, with all posts filled by October 2022. An initial period of information gathering and comparison with other Roads Authorities has commenced. It is expected that the first 3-6 months will produce a programme of policy renewal, several initial LEAN reviews of priority work streams, and instigation of the Road Construction Consent Process Improvement project.

4.5.3 A report to the [28/11/22 Redesign Board](#) was presented, providing an update on the latest progress for this Project.

4.6 **Connected Customers & Digitisation**

The 7 September 2022 Redesign Board agreed for this project to be included in the Redesign Board Work Programme. The 6 October 2022 Redesign Workshop considered the scope and objectives of the project, a further workshop with the Member representatives was held on 16 November and a Project Brief has been produced by the Project Board.

4.6.1 A report was included on the [28/11/22 Redesign Board](#) agenda presenting the Project Brief, which the Board approved. The following summarises the purpose of the Project.

- The overall purpose of the project is to review, improve and create a joined-up customer contact experience at the Highland Council, including the opportunities to further utilise digital approaches to support improved outcomes for our citizens, our staff and the Council. By developing the use of technology, resources are released to better support customers who need it the most.
- The project will put the citizen at the center of customer engagement at the Highland Council, to improve our process and approach for all contact methods (digital, telephony, face to face) and to provide a seamless customer experience.
- The project will consider not just initial customer contact but end-to-end service delivery, meaning it will look holistically at the processes that support the delivery of services initiated by customer contact.
- The outcomes of this data-driven and customer focused project will drive cost-saving efficiencies (financial benefits); reduce failure demand (greater efficiency); and increase internal/external customer satisfaction (improvement).

4.6.2 Redesign Board Members assigned to this Project are as follows:

Cllr Maxine Smith
Cllr Jackie Hendry
Cllr Bill Boyd

4.6.3 A Project Manager has been appointed and a project team is being formed. A meeting of the Project Board is planned for 16 December 2022 to agree the initial workplan.

4.7 **Bus Company**

In September 2022 an update was provided to a meeting of the full Council on the work to develop an in-house Bus Company to deliver passenger and school transport services at a lower cost to that offered by commercial contractors. The Project was agreed to come under the remit of the Redesign Board.

The summary purpose and objectives of the Project are as follows:

- **Purpose:** To develop an inhouse Bus company to deliver passenger and school transport services at a lower cost to that offered by commercial contractors.
- **Objectives –** To establish a project team to procure buses, drivers and an operating base to pilot the inhouse delivery of 7 contracts from January 2023, in accordance with the regulations of the Traffic Commissioner.
- **Benefits:** To mitigate some of the significant cost increases from the recent re-tendering of passenger and School Transport contracts. An inhouse service model would also provide the potential for an improved and more inclusive service to be provided to support other Council objectives.

4.7.1 Redesign Board Members embedded in this Project are as follows:

Cllr Bill Lobban

Cllr Alasdair Christie

A third member representative is still to be confirmed

4.7.2 A Project team has been established with three Project Officers and a Bus Operations Supervisor appointed. Interviews for drivers are ongoing. Committee approval has been granted for lease of ground for an operational centre on Cromwell Road, Inverness. The pilot bus services have been registered and approved by the Traffic Commissioner. The Project is on target to commence on 4 January 2023.

4.7.3 A report to the [28/11/22 Redesign Board](#) was presented, providing an update on the latest progress for this Project.

5. **Lean and Rapid Reviews Programme**

5.1 An important part of the Redesign Board's work programme is the oversight of Lean and Rapid Reviews both as part of the delivery approach for Major Projects, and as targeted interventions to deliver improvements to specific areas of service delivery.

5.2 "Lean" is a business improvement methodology, that involves staff and managers alike to consider problem areas, measure and analyse the related evidence and data, from which solutions and improvements are identified and delivered. This approach provides for a visual representation of how work is carried out and how it can be improved. It delivers financial and customer benefits, and also provides the opportunity for staff to be hands on and directly involved in business improvement.

5.3 From the People Strategy, the Council's workforce vision is to have a motivated and committed workforce that is agile, focused on outcomes and dedicated to continuous improvement. In line with this vision, ideas for Lean and Rapid Reviews will typically come from staff, such as through the Autumn 2022 staff engagement activity, and as part of the ongoing response to budget pressures and savings targets.

Staff are best placed to identify where improvements can be made, and it continues to be important to provide every opportunity for ideas to come forward, to be assessed, and where viable, actioned with staff to realise the expected improvements and benefits.

5.4 The 6 October 2022 Redesign Board Workshop was updated on reviews that are either in progress or to be initiated, and Members were asked for further suggestions for consideration. The following are the current programme of reviews, to be added to through the Staff Ideas initiative referenced above.

- Roads Redesign Project – Lean Reviews include:
 - Permits
 - Temporary/Permanent Traffic Regulation Orders
 - Compensation Claims
 - Sconser Quarry
 - Roads Construction Consents
- Tree Management
- School Meals
- Out of Hours
- Homelessness

5.5 For the reviews, staff presentations will be made to the Redesign Board to showcase how improvements are being made to current processes and procedures, highlighting where “non value” added activity is being taken out and the benefits this provides, financially, and for the customer.

6. Benefits Realisation

6.1 As part of the approach to establishing a refreshed Programme of Redesign Reviews, there will be a focus on capturing benefits and understanding legacy impacts. This means that in addition to the standard project and programme management approach of setting clear expectations and targets for the timeframe, cost, and outcomes expected from each review (time/cost/outcomes), attention will also be paid to measuring the individual and cumulative impact and benefits over time to gain a more holistic understanding of the return on the investment made.

Designation: Depute Chief Executive

Date: 28 November 2022

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