Highland Council Redesign
Review Guide

Who

Review teams will be identified by the Chief Executive from a pool of willing staff nominated by Service Directors (and in some cases partners). There will be up to three review team members for each review, with one officer having a lead role. Review teams will also involve a staff side representative and a Redesign Board member. The Redesign Board member will support and bring constructive challenge to the reviews they are assigned to. They will provide up-dates to the Board on progress and be supported by the lead officer when proposals are being made to the Board.

Review teams will work with the Head of Service (HoS) whose function is being reviewed and the HoS will link with the Director although the Director can be involved directly if desired.

The review team leader will agree with the team the frequency and format of review team's meetings and work.

What

The purpose of the review is to make recommendations for redesign of the service that will:

1. Help the Council meet its affordability challenge;
2. Be mindful of the principles of redesign (see the redesign framework); and
3. Appraise the 10 options for service delivery.

How

Information about the function/service to be reviewed that has been gathered to date for the Board will be shared with the review team.

Early engagement with the HoS is required to understand:

- The service and how they are currently delivered,
- How the service performs, what they cost and how they are viewed,
- The future demand for them and any other changes affecting them, and
- HoS views on the scope for change.

The topic guide for discussion with the HoS is attached can be used to begin this process. This may lead to further probing and evidence gathering. Data support can also be sought from staff in finance and performance teams.

This work will help clarify the scope of the review, focusing on where change is needed most given the purpose of the review. A rationale for ruling aspects of the service in and/or out of scope for review is required at an early check point.

Check points will be scheduled as a way of offering the Redesign Board assurance that the redesign framework is being applied properly and in advance of any recommendations to the Board, although the Board will receive progress up-dates at meetings from the Board member on the team. Check points will also provide support and constructive challenge to review teams. Checkpoints will focus on the values agreed by the Council of:

- **Challenge** – with questions including: Is the scope challenging current arrangements sufficiently? Is it likely to help with the Council's affordability challenge? Is it using evidence to best effect within the time available? Is the review holding back in any areas? If some services or aspects of service are to stop, has the Accounts Commission framework been applied properly? Is a medium to long term view being applied? Is there scope for a more preventative approach? How can I help further? The champion posing these and other questions is Derek Yule, Director of Finance.

- **Open to ideas** – with questions including: Are all 10 options for service delivery being considered and appraised? Are the reasons for ruling any options in or out robust? Where is the innovation? Is innovation about doing things differently or doing different things? Has reduction in service been considered feasible? Would it make sense to re-organise this service/function in the Council or with partners? How can I help further? The champion posing these and other questions is Allan Gunn, Head of Revenues and Business Support.

- **Participation –** questions would focus on key stakeholders.

    o For staff as stakeholders the questions would include: how have staff involved had a chance to give their views on this redesign? What methods are in use – workshop, digital tool, staff panel, sampling, other? Are any staff to be shadowed by a Board member and if so is that properly supported (staff consent, identifying the purpose of shadowing and how it will be fed back from the member of staff and Board member)? Are some staff affected more than others and are they being supported? Has there been feedback to staff on what difference their views are making? How can I help further? The champion posing these and other questions is Steve Walsh, Head of People and Transformation.

    o For the public and partners as stakeholders the questions would include: have all partners been identified? How well have partner interests been considered? Could we ask partners to do more or to do different things? Has

the review team identified which groups in the public are affected by any redesign? Are their views currently gathered or does new work need to be undertaken given the time available? What do we need to ask for - ideas, opinions, viewpoints, choices or impacts? Do we have enough information to understand how any change might impact them or do we need to gather that data? What methods are in use – surveys, focus groups, events, on-line, citizens' jury? Can we demonstrate the data is reliable and valid? How can I help further? The champion posing these and other questions is Carron McDiarmid, Head of Policy and Reform

- **Empowerment –** questions would include: how can we help community bodies or individuals to take more responsibility in this service? Can they help reduce the need for the service? Can they manage or run the service? What support is needed and from whom? What is the timescale for this to happen? Is there a more local solution that could be found? Do we know who to ask? How can I help further? The champion posing these and other questions is to be confirmed. *NB In support of this value an event with partners, Government and community organisations is being held in November to consider the community support infrastructure required.*

When

Reviews are to begin in October and conclude within 12 weeks, reporting to the Redesign Board. The Board is currently meeting fortnightly.

Following making recommendations to the Board, the review team will be asked to reflect on what was learned in the review process to support ongoing reviews. Lessons learned are to be captured.

17.10.16

General discussion points to gather views from Heads of Service on function reviews and redesign

"Staff are experts in their own fields of service and therefore are valuable sources of information and ideas when considering change and new ways of delivering those services. It is important to remember that staff are also service users."
Communications Strategy agreed by the Redesign Board meeting 24.5.16

"Change is never easy, it can be challenging for officers and councillors to radically change the way a Council has provided a service often over a lengthy period of time."
Audit Scotland (2014) Options appraisal: are you getting it right?

General points to cover on current arrangements

1. Views on the new values and how they fit with the team's current way of working – how challenging they are and what we might need to do to support them further.

2. Clarity on who uses or needs the service.

3. Understanding the dependencies on other functions e.g. other internal functions.

4. Understanding the connections, if any, with other public bodies – how the Council functions fits with them / touches on them.

5. Getting a picture of how the function is currently provided e.g. in-house, in partnership with others, by others (in-house, out-sourced, shared service, integrated service, commercial service, community-run service).

6. Knowing how it is currently resourced and any pressures around that – and thinking about resources widely e.g. budget (capital and revenue), staff, technology and any physical assets and if we know unit costs.

7. Understanding current performance, so including what is collected and to what geography, whether it's about quality, satisfaction, cost or anything else, what it tells us and how we compare with others if known.

8. Given the Council's localism agenda, we will be looking at whether we have the best geographies and scale for operational delivery, governance and decision-making. What does it look like just now? Your comments and views on that.

9. Whether you feel the function is currently preventative, i.e. whether it avoids poorer outcomes or more costs arising later.

10. The current arrangements for understanding citizen or user views and where you would pitch their involvement just now e.g. informing – consulting – involving –collaborating – empowering - or a combination of these. And what feedback tells us.

11. What you feel does not work well just now in this function – the issues, the frustrations and blockers.

General points to cover on scope for change

1. The Redesign Board is keen for external views, challenge and insights on how Council services are provided differently elsewhere. Ideas on speakers you feel would be of interest to the Board are welcome.

2. A sense of how this function has changed over the past few years, positively and negatively – e.g. budget reduction, new ways of doing things, how that changed was managed. Your views on capacity to change given budget and staff reductions in recent years.

3. Whether there is anything else on the horizon from UK or Scottish Govt. that might affect the function going forward – (NB Heads of Service identified external factors affecting redesign from the SLT session 2.6.16 – refer to these).

4. If we know what future demand might be like – and levels of certainty about this.

5. If there are any restrictions (e.g. legal or financial) you know of about providing this function in a different way.

6. How the function is provided elsewhere – e.g. Councils elsewhere, Community / third sector / social enterprise if appropriate or private sector if appropriate

7. Whether you are aware of other providers who might be interested in providing this in Highland/ North of Scotland. Are there others who might want to provide this as a shared service?

8. If the function is currently delivered in-house whether you feel there would be any risks around out-sourcing it.

9. If the function is currently out-sourced whether you feel there would be scope for bringing it back in-house and running it more commercially/ effectively/ at a lower cost.

10. Whether you feel we could do more around the reform agenda, i.e. views on how we could reduce demand for it, being more preventative, better partnership effort or integration, how staff might need development, and performance changes.

11. Where there is scope for more public participation in this function (i.e. moving up the scale from inform – consult – involve – collaborate - empower) and what might be needed to make that happen.

12. Your views on possibilities for amending the scale of the function given the localism agenda - i.e. whether there are different or better geographies for different parts of the process, so for decision-making, budgets, operational management.

13. Your views on what you think could make this function more efficient and successful. Ideas might be whether the function or elements of it might benefit from:

    a. Being more specialised or regrouped with others,
    b. Being scaled up and maybe providing it for others, or others providing it for us – e.g. shared service
    c. Mapping out the whole process to see where costs could be reduced.
    d. Whether a charging review is appropriate.
    e. Whether new technology might enable change.

14. If your view is that the function cannot be run more efficiently, your views on how feasible or acceptable it might be to change the level, standard and frequency of the service to achieve a saving.

15. Whether the function, or parts of it, could be re-located to bring community benefit to particular parts of Highland that need more support. We would also have to cost that and weigh up against the benefits, but ideas welcomed at this stage.

16. How we prepare for assessing the impact of any change proposed – so thinking through who would be affected by the change and where the impacts would be felt e.g. people using the service, particular places, partners and other service providers and staff groups.

17. Whether there is anything else you want to raise about redesign.

18. Your views on this process for discussing functions.