**Redesign Board Workshop**

**5th December CR1 2-4pm**

**Action Note**

**Board Members Present:** Cllr Lobban (Chair), Cllr Reiss (Vice-chair), Cllr Baxter, Cllr Cockburn, Cllr Davidson, Cllr Jarvie, Cllr Louden, Cllr MacKenzie, Cllr Sinclair, Cllr C Smith, Cllr M Smith, John Gibson, Paul MacPherson

**Apologies:** Cllr Bremner, Cllr Caddick, Cllr Christie,

**Others Members present:** Cllr Adam, Cllr Boyd, Cllr Gray

**Staff present:** Steve Barron, Carron McDiarmid, Ruth Cleland, Alison Clark, Phil Tomalin

1. **Action note from workshop 14.11.17 -** agreed**.** 
   1. Matter arising: Members noted the report back on the question raised about school lets pricing and demand and that this work stream would report to the EDI Committee. No further action in the Board is required.
   2. Matter arising: Members confirmed that they would consider their recommendations on the business case for investing through a self-funding model in solar PV to generate renewable energy from the Council’s estate at the next formal Board meeting scheduled on 19th December. The Board’s recommendations would then be reported to an appropriate Committee or Council meeting.
2. **Lean review showcase: Early learning and child care.** As staff were unable to attend this showcase will be made to the January workshop of the Board.
3. **Redesign reviews**
4. **Music tuition peer review**: following a verbal up-date from Board members, it was noted that the recommendations from the review will be presented to the formal Redesign Board meeting on 19.12.17. The review team is concluding the analysis of feedback from stakeholders and the financial implications for different options being reviewed.
5. **Commissioned preventative services for children**: following a verbal up-date from Board members the Board agreed to provide further time for the team to engage with the 20+ suppliers of these services. The team is also working on how the expenditure can be focused better on supporting children to stay in their community and preventing the need for residential care where possible, given our poorer performance in this compared to other Councils. The review proposals will be discussed at the workshop on 16th January 2017 with recommendations considered at a formal Board meeting later that month.
6. **Grey fleet review** – Members involved provided verbal feedback including the staff feedback from the survey highlighting a preference among staff not to sue their cars for work. The review team is also focusing on how to reduce miles travelled including through the use of Skype for business in 2018. The review proposals can be discussed at a workshop following the Board meeting on 19th December, with recommendations considered at a formal Board in January 2018.
7. **Car parking review:** Board members involved provided a verbal up-date of progress. Three meetings had taken place and information on price modelling had been provided. Cllr M Smith raised the benefits of using Ringo for paying for parking and had some proposals on charging in Easter Ross *(the team leader has been asked to contact Cllr Smith to discuss)*. Investment to improve car parks on a spend-to-save basis was raised and there is Trade Union interest in any staff redeployment opportunities that might arise. The scope for seasonal charging was raised and links are being made by the team to tourism opportunities. The scope for issuing more parking permits for residential use in towns was also raised. Review proposals will come to a workshop in January.
8. **Procured legal services review** – A verbal up-date was provided by Cllr C Smith. He advised the team is reviewing the expenditure involved, the scope for collaborative procurement, the scope for employment law advice being in-sourced and reviewing where guardian costs are paid from. He noted the Council currently has no para legal or trainee solicitors at this time. Cllr Adam raised concerns about pace on conveyancing and the impact this would have on our ambition to operate more commercially.
9. **Proposed new peer review** – Members agreed to undertake a new review suggested from the staff briefings. This is to review trade services, including the balance of in-house and out-sourced building trade services and how to optimise our in-house skills and capacity linked to workforce planning.  Improving co-ordination across different maintenance teams was raised along with ensuring apprentices are given broad apprentice experience. Board members to be involved in the review are Cllr Cockburn, with Cllr Caddick to be approached. Cllr Louden is interested if required too. TU representatives are to be identified by Tus. A team of staff will be identified. The scope of the review would be brought to the Board early in the New Year.
10. **Communications Plan**
11. **Staff communications** – A verbal up-date was provided on the 16 Staff briefings held in 14 locations across the region. They concluded on 1st December. Over 500 staff had attended and over 200 ideas and challenges were raised. These are being fed to the relevant budget theme groups. As well as identifying a new peer review area for trade services, 5 new Lean reviews have been suggested.

The Leader advised that the Board needs a volume of services and functions to redesign and to ensure the recommendations agreed are being followed through. She felt this might mean bringing some earlier reviews back if they have not been able to be implemented.

Members involved in the briefings noted the largely positive engagement with staff, that their involvement is not tailing off and that good ideas had been raised. Trade Union representatives confirmed they felt from the briefings that staff feel valued, not being talked to but listened to as well. They also felt it was importance for Members to continue to be involved in the sessions to continue to build relationships between staff and members. They stressed that we have to feedback to staff what is being done with their ideas so they know they are being followed up.

It was confirmed that running these sessions twice a year is manageable, but that there wasn’t capacity to run them more often. This approach in Highland was seen to be unique in Scotland and was important in building consensus and cooperation. It was suggested that the smaller sessions generated the most discussion and for future rounds maybe alternatives to using the HQ chamber might be helpful.

1. **Members took part in a workshop session to develop the Board’s Communications plan.** The output from the groups involved is set out in the Appendix attached and will feed into a revised draft of the Plan. Further workshops sessions will be required to finalise the communications plan.

**Appendix 1**

**Communications Plan workshop output**

Drawing on the draft communications plan circulated, members’ discussions provided the following feedback.

**Aims of the plan**

Include why redesign is needed now.

The connection between redesign and the budget:

* Redesign is part of the answer
* Need to make the connection but redesign on its own is not enough
* Intentions around savings
* Need to focus redesign reviews on larger savings and priority areas
* Links with workforce redesign and redevelopment

**Stakeholders**

Stakeholders were confirmed as:

* Highland citizens, general public and specific service users (1st place)
* Staff (also service users and customers and following citizens above)
* Trade Unions
* Elected members
* Private sector operating in Highland
* Third sector organisations, community groups and community councils operating in the Highlands
* Other public bodies operating in the Highlands
* The Scottish and UK Governments

Confirmed we should not identify Council suppliers separately from private, public and 3rd sectors above and not to include visitors as a separate group.

In small groups Board members then considered the reasons for redesign and what redesign means, with a focus on the stakeholders below. The feedback is listed below.

Staff and Trade Unions

Redesign means:

* Giving staff ownership and awareness of change
* Encouraging ideas
* Breaking down barriers
* Willingness to change
* Changing culture
* Bringing a fresh pair of eyes on a problem
* New approaches and thinking out of the box
* Respect
* Trust + partnership + confidence of staff
* Challenge and question

We are redesigning because…

* Good practice for any organisation
* Help reduce the funding gap
* Improve efficiency
* Demonstrate the Council is listening + responding + learning
* Reducing capacity means we must refocus our priorities
* To look for opportunities e.g. income
* To better understand costs and processes
* Wider understanding of services (staff, members and public).

Elected members

Redesign means:

* Finding ways to improve
* Reassure the public of best endeavours
* Having a grip on reality – need to change smoothly
* The Council is changing together and with buy-in
* Ensure people understand reasons
* Public benefit from cross party collaboration
* Vehicle for collaboration
* Mature discussions now (sometimes)

We are redesigning because…..

* Every organisation should refresh itself
* It’s not all about the money
* We can cull dead wood/ find efficiencies
* Creating a team spirit
* Confidence and attitude
* Better consultation/inclusion
* Members able to contribute
* Better quality and tenor of responses to enquiries/complaints to all levels of representatives.

Private sector

Redesign means….

* Maybe a move to more in-sourcing if that is more appropriate(privatisation in reverse)
* It is what all successful businesses do – not just for the sake of it
* We will have more control of the change – not a willing victim to others over-charging for example
* Local spending to grow the local economy and to support a more stable local economy. This includes the value of Council jobs to the local economy, especially in rural and remote communities.

Redesign is needed because…..

* Of the budget gap
* We need to address and counter views around the Council being inefficient
* Reviews are good business practice
* We can identify self-improvement
* We can challenge the notion that all we do is implement national policy, asserting our local autonomy – links to our localism agenda and our intention to enable more local communities to be responsible for the delivery of services and to make them more affordable and better.
* If we don’t redesign we will become irrelevant to anyone under 35 years olds – we need to future proof our services.
* If we don’t then there is scope for more conflict associated with elites.
* It’s about how we want to be seen by our community and the private sector. We want to be seen as credible, professional and leading practice.
* The Wigan Council example – the Council as one organisation for everyone ‘Our council’.
* Members are driving that we are all in redesign together.
* We want to be seen as a leader, innovative and able to compete successfully – we are the biggest so we should be the best
* We want to be a listening Council and responsive

Third sector, community bodies

Redesign means…..

* Changing the perception of the Council as inefficient and wasteful
* Building trust about the Council as a public service provider
* Operating more commercially
* Ensuring staff are involved – communications essential - Staff newsletters and brevity
* Creativity and learning
* Respect, especially around being community-minded.

Redesign is needed because….

* Of the real terms reduction in resources
* We can tap into the creativity of staff, members and the public
* We can be less risk averse and identify opportunities
* There are opportunities to be open and transparent
* There are better ways to use our resources
* We need a better balance across being open-minded, commercially-minded and community-minded.

Workshop to be continued.