

The Highland Council

12th May 2016

Agenda Item	9
Report No	HC/17/16

Progress report from the Redesign Board

Report by the Chief Executive

Summary

A Redesign Board has been established as agreed at the special Council meeting on 24th March 2016. This report provides an up-date of the progress for Members to date. The next meeting of the Board is 10th May and a verbal up-date on progress from that meeting will be provided at Council.

1. Background

1.1 At the special Council meeting on 24th March 2016 the Council agreed that an inclusive redesign process would be overseen by a Board with 16 Members to report initially to the Council in December 2016 with budget proposals and then in March 2017 with redesign proposals. It also agreed that progress reports would be brought to each meeting of the Council over that period. This is the first progress report.

2. Progress since 24th March 2016.

2.1 Since the special Council meeting the Board has formed with 16 Members based on nominations made by the groups across the Council. The first meeting of the Redesign Board was held on 18th April when Cllr Isobel McCallum was elected Chair and Cllr Bill Lobban was elected Vice Chair. The [membership and agenda items](#) for the Board are provided on the Council's website beside the minutes and agenda for Council meetings.

2.2 The first meeting of the Board considered three items:

- The proposed Terms of Reference for the Board
- Proposed Methods for the Board
- Operation of the Board

The agreed position on these is provided in one document and attached at Appendix 1 for Members' information.

2.3 Some Members have sought clarity on attendance at meetings where they are not Board Members. Members can attend all Board meetings which are held in public, observing any confidential and exempt information as marked on agendas, and they can attend all workshops which are not held in public. All Board dates and workshop dates will be notified on the website and emailed to Members for information.

2.4 Board Members are keen to involve the Chairs and Vice Chairs of Local Committees in the work of the Board and in particular to ensure the links with the Council's localism agenda are made.

- 2.5 The Board has set two further meeting dates so far; the 10th and 24th May and plan to meet fortnightly at least initially. The agenda for 10th May will be published on 6th May and includes reports proposing:
1. The phasing of the Board's work and within the reporting timescales agreed by the Council;
 2. The external support for the Board;
 3. The approach to engaging staff in redesign, including seven new methods of involvement.
- 2.6 The Board meeting on 10th May will be followed by a workshop to begin work on drafting a statement of the Council's purpose and values and the outcomes it seeks to achieve. Three further workshops on this phase of work are likely to be needed with a view to making recommendations to Council on 29th June 2016.
- 2.7 A verbal up-date can be provided at the Council meeting on the decisions made by the Board on 10th May and on the output from the workshop.

3. Implications

- 3.1 There are no new implications on resources, legal issues, equalities, climate change, risk, Gaelic or rural issues.

4. Recommendation

4.1 Members are asked to note that the Redesign Board is established and will have met twice by the time of the Council meeting. The agreed Terms of Reference including objectives, methods and operating arrangements are appended for Members' information. A verbal up-date on the Board meeting and workshop scheduled for 10th May will be provided at the Council meeting.

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Date: 4.5.16

Terms of Reference for the Redesign Board
Agreed by the Board 18.4.16

Objectives

The Board will produce proposals for the Highland Council on redesigning the Council. These proposals will include:

1. A statement of the Council's purpose and values;
2. Clarity on the outcomes the Council seeks to achieve;
3. Reprioritising statutory and non-statutory duties and reviewing the level and standards to which services should be delivered to achieve the outcomes and meet the reasonable expectations of the public;
4. Recommendations on options for the delivery of public services that are affordable and designed with performance in mind, including shared services;
5. Clear links to the Council's localism agenda;
6. Recommendations on increasing public participation in Council services;
7. Recommendations on the structure and management of Council operations;
8. A draft programme to support organisation change for modern public services and for staff and Member development.

The Board will ensure that the process for developing the proposals will be inclusive. Key stakeholders to involve are:

- Staff;
- Trade Unions;
- Key customer groups;
- Communities of place and of interest;
- Other public bodies; and
- Other service providers.

Scope

The Board will adapt its proposals based on the budget set after the allocations made by the Scottish Government for 2017/18 onwards and any other external changes affecting Council operations.

In its proposals the Board will consider the scale for Council operations. However it is not the purpose of the Board to propose any reorganisation of local government. While the Council may have a view, this is a matter for Government. The focus of the Board is the redesign of the Council to meet its statutory requirements.

The terms of reference for the Board will be reviewed as necessary as the work of the Board progresses.

Timescales for reporting

The Board will report its proposals to Council in two stages:

1. The redesign proposals for the budget for 2017/18 onwards to the Council meeting on 15th December 2016.
2. The other aspects of redesign including operational arrangements, public participation approaches and a programme for staff development to the

Council meeting in March 2017 (date to be confirmed when the calendar of meetings for 2017 is agreed).

Interim reports on progress including minutes of the meeting will be provided to the Council meetings in May, June, September and October 2016.

Frequency and format of meetings

Board Members will meet fortnightly initially and review the frequency as the Board's work progresses.

Formal Board meetings will be held in public with agendas and reports published in advance on the Council's website. Where items are to be considered in private they will be clearly marked on the agenda with the relevant exemption and their confidentiality will be maintained by Members. Members will receive the agendas and reports for the Board electronically with paper copies made available only on request.

Board Members will also participate in workshops and briefings where appropriate and these will be open to any Council Member to attend and will not be held in public. Members will be notified of workshop and briefing dates by email. Workshops are required to enable discussion, the development and testing of ideas, thinking through scenarios and impacts and problem solving. Briefings and advice would also be presented in workshops from those external to the Council to share lessons learned from their experience.

Membership

The Board is made up of 16 Elected Members as per the formula for political balance across the groups within the Council.

The Board will engage with the Chairs and Vice Chairs of Local Committees in making the links between redesign and the localism agenda.

The Board will consider the involvement of other representatives in the Board.

Methods

The Board will draw on a range of evidence from the following sources:

- National requirements;
- In-house knowledge, information, data and views;
- Other local knowledge – e.g. from partners, other providers, those potentially affected;
- Knowledge of what works elsewhere and what has failed elsewhere, e.g. from external input to the Board;
- External challenge, this could be from the engagement with those affected and/or by independent views brought to the Board.

To ensure an inclusive approach the Board will use a range of engagement methods currently in use (e.g. Citizens' Panel, Community Planning Partnership discussions, Management Briefings, focus groups) and develop new methods as required (e.g. Citizens' Juries, new digital platforms). The Board is keen to engage with young people in communities, among the staff and in their representative structures.

In workshops Board Members will use a range of methods to use the evidence and develop proposals, including: identifying what works well in the Council and how to get more of it; defining outcomes; reviewing current functions; generating ideas for change; reviewing options for change; scrutiny of financial analysis, performance and benchmarking; and assessing impacts of proposals on particular groups and places.

When considering options for change the range of options will include providing the service:

- in-house;
- in partnership with others (and where we lead on shared service or integrated service); and
- by others (out-sourced, commercial service, community-run service (with various levels of council support) , or where others lead on a shared service or integrated service arrangement with us).

The Board will also consider the option of ceasing services.

The Board will also consider the findings and recommendations from the Commission on Highland Democracy.

The [report agreed](#) by the Board on the range of methods in scope for each objective is available for further detail.