

The Highland Council
Redesign Board 10th May 2016

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| Agenda Item | |
| Report No | |

Phasing the Work of the Board
Report by the Chief Executive

Summary

This report sets out a proposed phasing of the work for the Redesign Board. More detail is available for the early work of the Board at this time and future phases will be developed as the work of the Board progresses.

1. Background

- 1.1 At the meeting of the Board on 18th March Members agreed the objectives for the Board and the corresponding methods available for the Board to use. The agreed Terms of Reference for the Board is attached at Appendix 1.
- 1.2 Much of the Board's work will be developed in workshop settings to enable discussion, the development and testing of ideas, thinking through scenarios and impacts and problem solving. These workshops will be open to all Members. Relevant papers and presentations will be made available on the website following workshop sessions. Where Board agreement is required formal meetings of the Board will be held and these meetings will be held in public with agendas and reports available on-line in advance of the meetings.
- 1.3 Members have agreed that the process is to be inclusive. In addition to using normal methods of engaging staff, partners and the public new ways of engaging will be developed. Options for engaging staff, Trade Unions and the public are included in this report for the early phases of the Board's work. A separate report on the approach to engaging with staff is also to be considered at this meeting of the Board.

2. Phasing of the Board's Work

- 2.1 This report sets out an indicative phasing of the Board's work to meet the reporting timescales agreed. At this time 6 phases of work appear as follows.
- Phase 1: Purpose, values and outcomes
It is proposed that this is developed by the Board for Council consideration on 29th June 2016.
 - Phase 2: Re-prioritising statutory and non-statutory duties
Work would begin on this phase now by gathering information for the Board with a view to the Board making recommendations to Council on 8th September 2016.
 - Phase 3: Appraising the options for change
This is a critical stage of the Board's work as it will produce affordable recommendations for service delivery for the Council to Consider on 15th

December 2016.

- Phase 4: Localism and public participation objectives
This phase will be woven through the Board's processes, beginning in May and continuing through to the redesign proposals and afterwards in implementation. The Board has already agreed that engagement with the Local Committee Chairs and Vice Chairs would be helpful.
- Phase 5: Organisation change and support programme
As above, this phase will be woven through the Board's processes from the way in which it engages staff and their representatives in the redesign process through to implementing and supporting the redesign from April 2017 onwards.
- Phase 6: Recommendations on the structure and management of Council operations
This will conclude with recommendations to Council in March 2017.

2.2 The proposed phasing of the work is set out in a timeline at Appendix 2.

2.3 A more detailed breakdown of activity is proposed below and shown in Appendix 3 for the first two phases of the Board's work. The Board has requested that it should adapt as it progresses, so the specific activities for these and later stages will evolve under the Board's direction.

3. Phase 1 – Purpose, values and outcomes

3.1 Members noted that early workshops for Board Members would be required to develop the statement of the Council's purpose and values and to clarify the outcomes the Council seeks to achieve. These cover the first two objectives for the Board. Wider engagement can be organised both in developing the statement and outcomes and in consulting on them.

3.2 To meet the timescale of making recommendations to Council on 29th June, either 3 or 4 workshop sessions with Board Members will be required by mid-June. It is proposed that these workshops would cover:

1. What is valued about the Council and why?
 - What matters to Members?
2. What is a Council's purpose? National expectations
 - Our statutory duties
 - Balanced budget and budget assumptions
 - Changing national expectations, including Christie Commission findings and our evolving relationship with the public
3. What is the Council's purpose? Regional/local expectations
 - What the public have told us matters to them
 - What staff have told us they value
 - Discretionary services currently provided

- The unique features of the Council as a public body

4. Redesign for the Highlands of tomorrow

- Likely changes – political, economic, social, technological, legal and environmental
- Our scale of ambition for the Highlands.

3.3 There are opportunities during May and early June to engage with others face to face on many of the workshop topics in meetings already scheduled, e.g. with community planning partners, Council managers and Heads of Service and Trade Unions.

3.4 Further staff engagement on this phase can be developed, e.g. holding focus groups with staff locally and with new on-line approaches as reported separately to this meeting of the Board.

3.5 Following the first workshop Members may identify other groups internally and externally to involve in a workshop setting e.g. the Local Chairs group to get further local perspectives and potentially with others such as some Community Councils.

3.6 Wider public engagement can be arranged after June on proposed purpose, values and outcomes through normal arrangements including surveying the Citizens' Panel and there may be on-line opportunities to engage as well.

3.7 There are opportunities too for external insights and challenge to be brought to the Board for phase 1 of its work. A separate report on bringing external input into the work of the Board is presented to this meeting of the Board.

4. **Phase 2 – Re-prioritising statutory and non-statutory duties**

4.1 This phase of work is the 3rd objective of the Board. Proposals could be developed for the Council meeting in September 2016. It will require discussion on:

- A description of the current statutory and discretionary services provided (available at the early workshops above);
- Mapping these against the outcomes and purpose developed in phase 1 above;
- Selecting the functions in scope for an in-depth review;
- Gathering information required on the services in scope, including resources, performance and standards, scale, public participation and whether alternative options for delivery exist or could be created;
- Identifying the functions in scope to cease, with clear rationale developed;
- Engaging with staff (groups and methods to be identified as work progresses)
- Agreeing the recommendations to Council on re-prioritisation of functions.
- Engaging with the public (groups and methods to be identified as work progresses).

4.2 An important element of this phase involves gathering information from Heads of Service and Managers. This would be done through discussion. These discussions would also identify others to be engaged including staff, partners and people using the service. Individually Board Members may wish to participate in these discussions to find out more about the function and to probe for alternative ideas.

5. Phases 3 to 6

5.1 Activities associated for the following phases will develop as the Board's work progresses. They can be presented to future meetings of the Board along with proposed timelines.

6. Recommendation

6.1 Board Members are asked to consider and agree any changes to the proposed phases of work and associated timeline for phases 1-6 as set out in Appendix 2.

6.2 Board Members are asked to consider and agree any changes to the proposed detailed timelines for phases 1 and 2 as set out in Appendix 3.

6.3 Board Members are asked to note that detailed timelines for future phases will develop as the Board's work progresses and will be reported to future Board meetings for agreement.

6.4 Board Members are asked to agree:

1. Following the workshop if there are other groups internally and externally that could also take part in the workshops on purpose, values and outcomes;
2. Whether individually they would be interested in taking part in the discussions with Heads of Service when information is being gathered on current and potentially future service delivery arrangements;
3. That 3 further workshops (each of 2 hours) are scheduled by mid-June to meet the deadline for making recommendations to the Council on 29th June 2016.

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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:

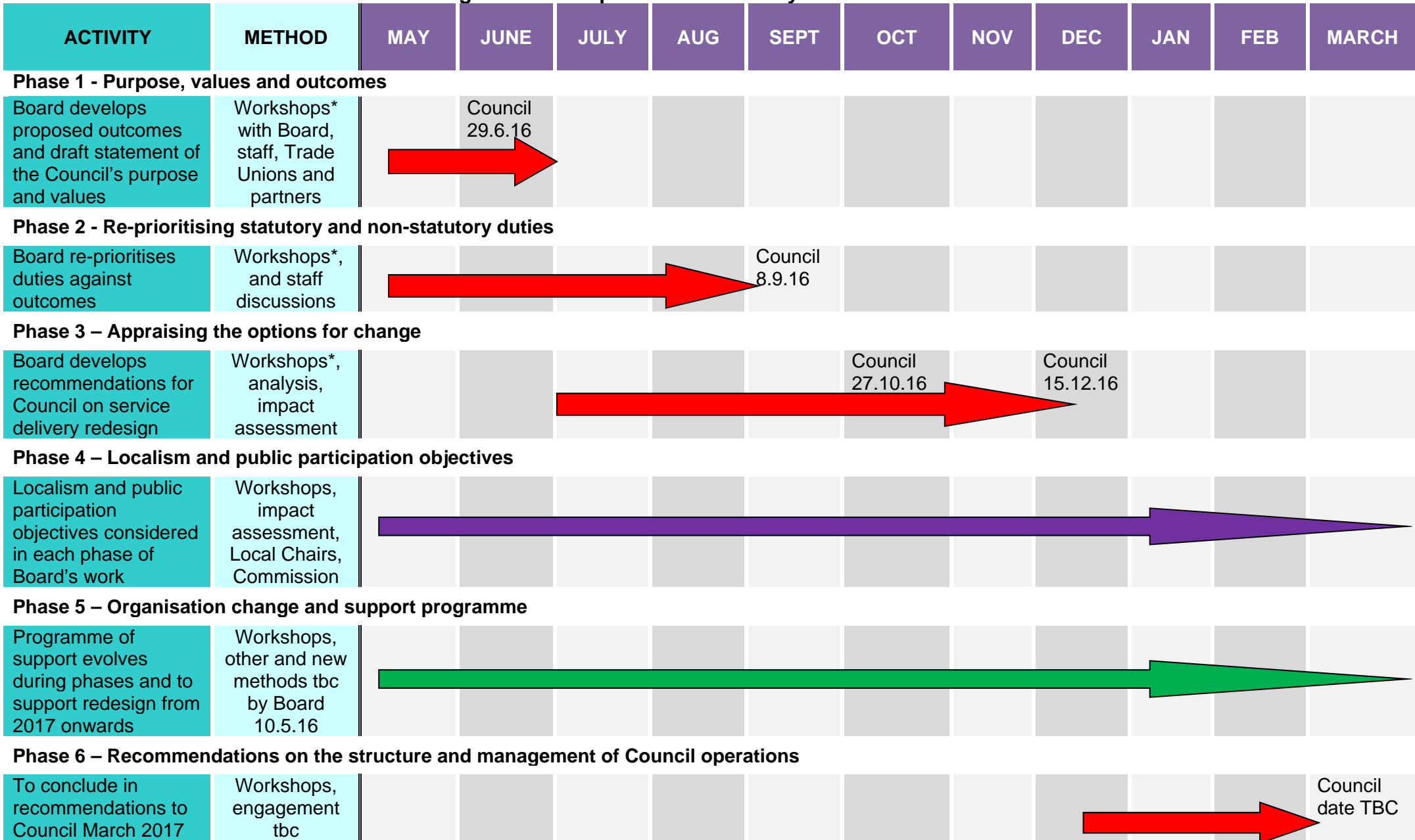
- in-house;
- in partnership with others (and where we lead on shared service or integrated service); and
- by others (out-sourced, commercial service, community-run service (with various levels of council support) , or where others lead on a shared service or integrated service arrangement with us).

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.









Redesign Board: Proposed Timeline May 2016 to March 2017



* Can involve external as well as internal input and will include feedback from the public and staff already gathered.

Redesign Board: Proposed Detailed Timeline Phases 1 and 2 May 2016 to March 2017










Appendix 3

| ACTIVITY | METHOD | MAY | JUNE | JULY | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MARCH |
|--|---|--|-----------------|------|---|------|-----|-----|-----|-----|-----|-------|
| Phase 1 - Purpose, values and outcomes | | | | | | | | | | | | |
| Board develops proposed outcomes and draft statement of the Council's purpose and values | 3 - 4 Workshops |  | Council 29.6.16 | | | | | | | | | |
| Seek partner views on what matters to them and changing future public service roles | Workshop discussion COG 19.5.16 |  | | | | | | | | | | |
| Seek Manager views on purpose, values and outcomes | 23 rd and 25 th May Management Briefings |  | | | | | | | | | | |
| Seek Trade Unions views on purpose, values and outcomes | Staff Partnership Forum 1.6.16 |  | | | | | | | | | | |
| Seek Head of Service views on purpose, values and outcomes | SLT workshop 2.6.16 |  | | | | | | | | | | |
| Any wider engagement agreed by Board – internal & external | tbc 10.5.16 |   | | | | | | | | | | |
| Seek public views on proposed outcomes, purpose and values | Citizens' Panel, focus groups, on-line tbc | | | |  | | | | | | | |

Key: COG: Chief Officers Group of the Highland Community Planning Partnership. SLT: Senior Leadership Team of the Council (all Heads of Service) tbc: to be confirmed

| ACTIVITY | METHOD | MAY | JUNE | JULY | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MARCH |
|----------|--------|-----|------|------|-----|------|-----|-----|-----|-----|-----|-------|
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Phase 2 - Re-prioritising statutory and non-statutory duties

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|--|--|--|---|--|---|---|--|--|--|--|--|--|
| Board re-prioritises duties against outcomes | Workshops, staff discussions |  | | | | Council 8.9.16 | | | | | | |
| Statutory and discretionary services provided to Board | Workshop |  | | | | | | | | | | |
| Mapping functions against the draft outcomes | Workshop | |  | | | | | | | | | |
| Select functions for in-depth review | Workshop / Board meeting |  | | | | | | | | | | |
| Gather information for review | Discussions with Heads of Service |  | | | | | | | | | | |
| Identify functions in scope to cease | Workshops | | |  | | | | | | | | |
| Board discussion on reprioritisation, recommendations to Council | Workshop, Board meeting | | | |  | | | | | | | |
| Engage with staff on reprioritisation | Groups methods tbc | | |  | | | | | | | | |
| Seek public views on proposed reprioritisation | Citizens' Panel, focus groups, on-line tbc | | | | |  | | | | | | |