

## The Highland Council

29.6.16

Agenda Item	11
Report No	HC/26/16

### Proposals from the Redesign Board on Phase 1 of its work: The Council's purpose, values and outcomes

Report by the Chief Executive

#### Summary

This report provides an up-date of the work of the Redesign Board to complete Phase 1 of its work. This has produced draft statements of Council purpose, values and outcomes. It is proposed that the Council adopts these as drafts to enable phases 2 and 3 of the Board's work to progress, while enabling further revision if required from staff engagement currently underway, future partner and public engagement and the new Programme from the Government now expected after the summer recess.

#### 1. Background

1.1 The objectives for the Redesign Board were agreed on 18<sup>th</sup> April 2016. The first two relate to the Board producing proposals for the Council on:

1. A statement of the Council's purpose and values and
2. Clarity on the outcomes the Council seeks to achieve.

Together these form phase 1 of the Board's work. The timeline for all six phases of work was agreed on 10<sup>th</sup> May 2016 is attached at Appendix 1.

1.2 This report includes proposals from the Board for the Council to consider along with a description of the process the Board undertook in developing the proposals including the engagement with others.

#### 2. The process of the Board for Phase 1

2.1 The Redesign Board has met four times since its inception on 18<sup>th</sup> April and has agreed: its terms of reference and operating arrangements; the methods it seeks to use; the phasing of its work; new methods for engaging staff in the process; its communications strategy; its approach to seeking external input and challenge; and draft statements on Council purpose, values and outcomes. All reports and minutes are available on the website:

[http://www.highland.gov.uk/info/20003/committee\\_information/696/redesign\\_of\\_the\\_highland\\_council\\_board](http://www.highland.gov.uk/info/20003/committee_information/696/redesign_of_the_highland_council_board) Since the last meeting of the Council, the

Redesign Board has extended to include two Trade Union representatives identified by Trade Unions.

2.2 Members of the Redesign Board have also taken part in four workshops since 10<sup>th</sup> May 2016 to consider the Council's purpose, values and outcomes. These workshops have been open to all Members to attend and several Members not on the Board have taken part. The process used is described below.

- 2.3 1. Facilitated discussion on what is valued about the Council and why  
This focused on what was felt to work well and why in order to identify how to design more of it into the redesigned Council. This engaged Board Members and another Member attending, around 180 senior staff, nearly 400 staff working in local areas in 22 local focus groups<sup>1</sup>, with up to another 240 manual workers being involved through to early July at times and in places that suit their working pattern<sup>2</sup>. Partners were involved through the CPP Chief Officers' Group.
- 2.4 2. What is a Council's purpose, based on national expectations?  
This involved four stages:
1. Circulating information about the Council's statutory functions to clarify the range of functions that must be performed and the discretion the Council has in performing them. Board Members and other Members were invited to group these into outcomes, with 13 participating in three groups. 10 senior staff volunteered to do this as well, in three groups involving mostly Heads of Service.
  2. The Director of Finance also provided information to the Board on the budget assumptions going forward emphasising expected year on year reductions, which may amount to a further £50m of savings required over the next three years.
  3. The Board also considered how national expectations of Councils are changing and the recommendations of the Christie Commission on reforming public services.
  4. A presentation was provided to the Board on re-thinking our relationship with the public, highlighting approaches when thinking of the public as customers, stakeholders, people in need of more support and encouraging more active and responsible citizens and community groups.
- 2.5 3. What is the Council's purpose based on regional/local expectations?  
This involved reviewing what the public and staff have told us matters to them. The Board looked at feedback from the public, via the Citizens' Panel, on the relative importance of services and their satisfaction with them and their view of the qualities displayed by the Council. The most recent staff survey was used to gauge staff opinion.
- 2.6 The Board was also circulated with the list of discretionary services currently provided by the Council. These included not only services for the public but also internal processes that support the Council to perform statutory functions, including ICT, human resources and financial management.

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<sup>1</sup> These took place in Dingwall, Drummie, Kingussie, Wick, Portree, Kyleakin, Thurso, Fort William and Inverness.

<sup>2</sup> The feedback from staff working in local areas is being gathered at the time of writing and should be available from all local focus groups, including those being held in depots from mid-July.

2.7 In this stage of work the Board also considered the unique features of the Council as a public body.

2.8 **4. Redesign for the Highlands of tomorrow**

To consider Redesign for the future, the Board considered a presentation from the Director of Development and Infrastructure on demographic change and projected change in the Highlands as well as economic development opportunities. Information was circulated to Board Members on external factors likely to affect Redesign provided from a workshop session with Heads of Service.

This aspect of the Board's work also benefitted from external input; with a contribution from the Scottish Government's Director of Local Government and Communities and from the Chief Executive of Aberdeenshire Council.

2.9 Workshop presentations and materials are available on the Council's website: [http://www.highland.gov.uk/info/20003/committee\\_information/696/redesign\\_of\\_the\\_highland\\_council\\_board/5](http://www.highland.gov.uk/info/20003/committee_information/696/redesign_of_the_highland_council_board/5)

2.10 In a short time the Board has managed to cover a range of topics pertinent to the purpose, values and outcomes of the Council and it has done this in an inclusive way, engaging staff across pay grades and localities as well as partners. The insights arising from discussions at the Board, the staff feedback to date, partner feedback and through the volunteers among members and staff to group Council functions into outcomes are found in appendices 2-5.

**3. Developing a draft statement on Council purpose**

3.1 The Board is aware that the Government's programme is still to be announced and that local government reform, democratic renewal, devolution to communities and community planning are all likely to feature although at this time only a few specific intentions are known.

3.2 One area recently announced is the requirement for Councils to use participatory budgeting for 1% of its budget, emphasising the move to greater community empowerment. Another is the requirement to close the attainment gap in education with funding to support this routed directly from Government to Head Teachers, emphasising a focus on disadvantage and reducing inequalities.

3.3 Potential change to other public bodies from the Government's programme may also affect the purpose, values and outcomes of the Council, particularly the reviews underway into the relationship with Health Boards and the future of economic development agencies.

3.4 For these reasons it is recommended that the Board's draft statement of purpose below is revisited when the Government's programme is announced and specific details are clearer.

### **3.5 Draft statement of Council purpose**

The Redesign Board proposed the following draft statement of purpose, drawn from the workshops and the feedback outlined above.

- 3.6 The Highland Council exists to improve outcomes for Highland communities, Highland citizens and the region as a whole. It leads, invests in and gives strategic direction for regional development.

It stands up for the region, representing its interests and promoting the contribution the Highlands make nationally. The Council is the only public body in the Highlands that improves public services through democratic scrutiny. It does this for a wide range of Council services and currently for those delivered by police and fire services. It seeks to widen democratic rights so that more people can have a say in what matters to them and local community groups can be supported to do more for their local communities. It will bring people together in new ways to be honest about the funding challenges facing public services and to find local solutions together.

In providing services the Council must achieve best value for the public resources. This means not only being efficient, open and accountable for its own resources but also challenging the arrangements for public services provided by others in the region, working with partners to simplify and integrate public services and getting better value with them for the public pound. Responsibilities and ways of working may change and the Council will adapt, putting the needs of people and communities before the needs of organisational and professional boundaries.

The Council has the interests of Highland citizens at its heart, responding as best it can to their needs now and preventing poorer outcomes and higher costs arising later. It intends to do more to support disadvantaged people and disadvantaged places, so that economic growth in the Highlands is shared more evenly with more people and more places benefitting and contributing. This will mean changing how services are provided and resources are deployed.

The Council has a major asset in the quality of its staff. It knows it must be a good employer as well as a major regional employer. It will encourage staff to challenge positively and be innovative, making the most of a 'can do' attitude and staying closely connected to the communities they work for and live in. It will support them through change.

Elected Members know when to set aside potential differences and work on a constructive basis to support the work of the Council and deliver positive outcomes for the community as a whole. They share a strong public service ethos with staff and foster good working relations with them.

### **3.7 Draft statement on Council values**

In developing the draft statement on Council values there was much consensus on what made things work well in the Council, across the perspectives of Members', staff and partners. These provided insights for

what should be valued and what motivates good results, helping develop the draft statement of Council values. The draft proposed would replace those agreed in an earlier Council Administration (listening, open, valuing, improving, supporting, partnering and delivering). They reflect the new requirements for community empowerment and wider reform of public services.

- 3.8 To support the Council's purpose and support staff to fulfil their potential the following values statement is proposed to the Council by the Board:

We believe everyone can have new ideas for doing things better. We want to hear them, especially when they challenge us. We believe good ideas and good results come from people coming together with different views, being respectful and honest about our shared capacity. We will make even more effort to hear voices that are not normally heard. We will have faith in staff to use their initiative and we will have faith in local communities to do more for themselves.

Challenge

Open to ideas

Participation

Empowering

**3.9 Clarity on Outcomes the Council seeks to achieve**

The Christie Commission recommended that '...proposals for the reform of public services should first and foremost, be shown to support the *achievement* of outcomes – real-life improvements in the social and economic wellbeing of the people and communities of Scotland.'

- 3.10 In developing clear outcomes for the Council, the Board took into account the outcomes identified by the six groups of Members and senior officer volunteers grouping the 250+ functions the Council currently performs; the Board's ambition for the region along with the future possibilities for change and development; and the information provided in appendices 2-5.

- 3.11 The following outcomes are proposed to the Council from the Board:

Highland is an attractive place to do business, with key sectors supported making the most of our outstanding natural resources. Our economic growth is shared across the region with opportunities for all to contribute and benefit, making the most of the skills of our people and developing them.

The world class environment of Highland is protected, enhanced and enjoyed by residents and visitors.

Highland is an attractive place to live and work, where people and communities can achieve their potential, supported and connected by good infrastructure, amenities and services. In growing up and growing older we enjoy a good quality of life, living in safe communities, taking care of each other and looking out for those who need more support.

Highland communities are better supported to do things for themselves, with opportunities for wider participation in local decision-making and

community led services.

As a public body the Council is resource efficient, working smarter with up to date technology and trying out new approaches. It is business-like, operating commercially in order to support public services. Its staff and Members are closely connected to their local communities and are supported in their commitment to public service. It works with other public services to ensure total public resources are used effectively and to prevent poorer outcomes and higher costs arising.

#### **4. Next steps – phase 1**

4.1 It is recommended that the proposals from the Board are adopted as draft by the Council, with scope for further amendment depending on views gathered from:

- Staff still being consulted on Phase 1 of the Board's work. Interest in taking part in local focus groups was higher than anticipated, potentially reaching over 600 staff. They run into the first week of July and feedback will be finalised by mid-July.
- Partners, with the Chair and Vice Chair of the Board engaging with the Highland CPP on 11<sup>th</sup> August 2016.
- The general public, once the Board's work has progressed further and public consultation is planned, from September. The consultation topics will emerge from Phases 2 and 3 and methods to use are still to be considered by the Board.

4.2 In addition the proposed purpose, values and outcomes will be affected by the Government's Programme once it is announced and the details are clearer.

#### **5. Next steps – Phase 2 Re-prioritising Council functions to achieve the outcomes and Phase 3 Appraising the options for change.**

5.1 Information on the range of Council functions performed was shared with the Board from the end of May not only to help with developing outcomes, but also to enable the Board to begin thinking about Phase 2 of its work to re-prioritise statutory and non-statutory functions. This will be a focus of the Board's work through July and August with the intention of making recommendations to the Council in September. The Board has agreed to meet fortnightly through this period. During this Phase the Board will have information on the budgets associated with the functions listed and find out from other Councils how they have managed their budget reductions.

5.2 Work also begins on Phase 3 of the Board's work from early July, to identify and appraise the options for change which would report to Council at the end of October and December.

#### **6. Implications**

6.1 Resource implications: Redesign is taking place to ensure Council services are affordable. To support the Board for phase 1 of its work all costs have been met in-house, with no costs arising from engaging external speakers.

6.2 Legal implications: Redesign is taking into account the statutory nature of

Council functions and the requirements of the Community Empowerment Act. Proposals will adapt as new Government priorities become clearer.

- 6.3 Risk implications: The Board is aware of the risks to redesign arising from the size of the task, in terms of the scale of redesign and the budget savings required, and the tight timescale it is working to. The phasing of its work and the timeline associated with it is helping to manage these risks.
- 6.4 The feedback from staff so far (Heads of Service, Managers and Team Leaders) indicates concerns around: the timescale and scale of redesign as above; the reduced capacity for the Council to change because of staff and budget reductions taken already; concerns that the public will expect the Council to keep on doing everything it currently does; and that inequalities may widen as budgets reduce. This feedback is helpful for the Board to consider how best to manage change and to ensure open communication with staff and the public. The communications strategy will help to minimise such risks. As agreed at the Board new ways of engaging staff are underway including creating the staff panel, a staff group on Facebook, identifying a new digital platform for engaging on ideas and prioritisation (for the public too), running staff focus groups locally, engagement with Heads of Service, Board members shadowing staff, and formal Trade Union involvement in the Board. Members can attend Board meetings and workshops, sign up for the Facebook group and a briefing is being arranged on digital platforms to use in September.
- 6.5 Audit Scotland's Overview of Local Government in Scotland 2016 report is also being considered at the Council meeting on 29<sup>th</sup> June. It highlights the need for Councils in responding to continuing budget reductions to be more ambitious in their plans, better at long term planning and willing to appraise all practical options for delivering services more efficiently and effectively. It also highlights the importance of ensuring the workforce is appropriately skilled to deliver effective services through workforce planning and to involve local people more in making decisions about services that are sustainable and meet local needs. All of these issues are being considered as part of the redesign process to manage the risks for the Council and its communities.
- 6.6 Equalities implications: The proposed purpose, outcomes and values all include consideration of people affected by disadvantage. Disadvantage is often associated with the protected characteristics people have under the equalities legislation. When options for change are identified, equalities impacts will be part of the appraisal process. This will affect both stages 2 and 3 of the Board's work.
- 6.7 Climate change implications: The outcomes proposed include consideration of the environment. No other climate change implications are identified at this stage.
- 6.8 Rural implications: A key stream of the Board's work is to ensure that localism and participation are considered in each phase. The proposed purpose, values and outcomes all include consideration of local communities, and so refer to rural as well as urban areas of Highland.

6.9 Gaelic implications: no Gaelic implications are identified at this stage.

### **7. Recommendation**

7.1 Members are asked to agree the content of the draft statements proposed by the Board on:

1. the Council's purpose - as set out in paragraph 3.6
2. Council values - as set out in paragraph 3.8
3. Outcomes for the Council to achieve - as set out in paragraph 3.11.

7.2 Members are asked to agree that the statements above are agreed in draft to enable the next phases of the Board's work to continue, while allowing scope for amendment arising from further feedback from staff and partners, the Government's programme to be announced and public engagement when the Board's work is further progressed, expected from September 2016.

7.3 Members are asked to note that the Board intends to continue to meet fortnightly during July and August on phases 2 and 3 of its work. Members can attend Board meetings and workshops. A further up-date will be provided to the Council meeting in September, focusing on proposed re-prioritisation of Council functions.

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Date: 21.6.16



## Redesign Board: Timeline May 2016 to March 2017

ACTIVITY	METHOD	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH
<b>Phase 1 - Purpose, values and outcomes</b>												
Board develops proposed outcomes and draft statement of the Council's purpose and values	Workshops* with Board, staff, Trade Unions and partners		Council 29.6.16									
<b>Phase 2 - Re-prioritising statutory and non-statutory duties</b>												
Board re-prioritises duties against outcomes	Workshops*, and staff discussions					Council 8.9.16						
<b>Phase 3 – Appraising the options for change</b>												
Board develops recommendations for Council on service delivery redesign	Workshops*, analysis, impact assessment						Council 27.10.16		Council 15.12.16			
<b>Phase 4 – Localism and public participation objectives</b>												
Localism and public participation objectives considered in each phase of Board's work	Workshops, impact assessment, Local Chairs, Commission											
<b>Phase 5 – Organisation change and support programme</b>												
Programme of support evolves during phases and to support redesign from 2017 onwards	Workshops, plus 7 new methods agreed by Board 10.5.16											
<b>Phase 6 – Recommendations on the structure and management of Council operations</b>												
To conclude in recommendations to Council March 2017	Workshops, engagement tbc											Council date TBC

**Board insights for Phase 1 from discussion in three workshops May to June 2016**

**On our purpose....**

**We represent Highland citizens, communities and region**

We get things done to make things better in communities

We bring people together to get consensus and agreement on the way ahead

**We lead and give strategic direction**

We lead and give strategic direction for regional development

We lead and give strategic direction for radical improvement ....in children's services

We see the benefit of being preventative – for people and for the public purse

**We improve outcomes for communities and people**

We care about people who are disadvantaged or suffer inequalities

We are responsive

**We improve public services through democratic scrutiny**

We are a good employer

**Things work well in the Council for the following reasons:**

We recognise what is needed for sustainable communities

We want to improve people's lives and make things easier for them

A respectful relationship between Council services and communities makes things work well

We reassure the public when they need us

We have good partnerships

We have good quality staff, they are: committed; enthusiastic; professional; courageous; and can think strategically

Elected Members have commitment – they all share and see the value of the Council

'Successful Councils... are found where Councillors and senior managers share a strong public sector ethos.' Audit Scotland 2010.

**On what redesign means....**

Redesign means new ways of looking at things, for staff and for Members; culture change and leadership.

Redesign means our statutory services must be as lean and as efficient as they can be.

Redesign has to involve benchmarking our performance and costs and reviewing the levels we can afford to operate at. This includes changing expectations of Council performance (increases and decreases).

Redesign will need partner contributions to the change.

Redesign has to be for beyond 2017/18 given the ongoing budget savings assumed (£49.415m less over 3 years = 9% reduction on current year). 'The Board must keep money on the top of our awareness.' The budget position can help move Christie Commission recommendations from being aspirational to real opportunities for change.

### **On outcomes...**

'Successful Councils... can identify when to set aside potential differences and work on a constructive basis to support the work of the Council and deliver outcomes for the community as a whole.' Audit Scotland 2010

### **On partnerships and integration....**

Integration and community empowerment needs to be designed in locally

### **On our relationship with the public....**

Given reductions in public funding to Councils, public expectations that the state will continue to provide everything it does currently have to change.

We need to re-set public expectations.

We need to become an enabling Council – encouraging and supporting people and groups to do more, recognising this will need different supports in different places. And we need to have faith in people. The slide with the 8 steps to an enabling state is helpful.

We need to raise awareness that we can't do some things / everything anymore.

We need to enable more active citizenship and community empowerment.

We need to recognise 80 Members have an important role in communicating the message about us being an enabling Council.

There are many plus points about being an enabling Council in the Highlands:

- We know that community run services already operate in remote and rural communities and can often provide better services;
- We have an active retired population with many skills to share and develop;
- We have thousands of community groups across the region, they change as needs change.

We need to change the perception that the Council does things to people and communities – and instead supports people and communities to do things for themselves as active stakeholders in their lives and communities – and engender a view that people are part of their Council.

If we are disinvesting in some services we need a plan and support for handing that over and recognise not all communities are in the same place with capability.

We need to make sure that other organisations have a role to support empowerment of local groups e.g. HIE, Interface/CVS network and Development Trusts. Support is needed for community body governance for example.

A clear integrated system of supporting community bodies to do more is required.

We should consider how technology can be empowering on an individual level.

In re-thinking our relationship with the public we need to avoid uneven development across the region because some areas have people able and willing to participate and others don't.

We need to consider how to make democracy more participative and reach more than the 'local notables' and 'trained voices' (as identified by Shucksmith and Christie Commission).

We need to be clear about what the Council does and what other partners should do (e.g. North Coast 500 tourism/economic development potential). This is also about the Council's lobbying role regionally as well as nationally.

In looking at public satisfaction with Council services, when looking at those with high satisfaction levels we need to also consider the cost of those services, the benefits they provide and why satisfaction levels are high as there could be transferable learning for other areas.

### **On managing change...**

Members are concerned about the impact that negative and unbalanced press reporting has on staff.

Members recognise that redesign needs to be handled sensitively for staff. Engagement in the process and communication are important to managing the change well. For some staff redesign may be the biggest change they experience at work and they need to be supported with that.

Members reflected on their role too, thinking about what they do and how they need to handle their relationships with staff as part of the Redesign process.

Members are interested in the difference in morale reported across services.

### **Using Christie Commission criteria for reform...**

Proposals for the reform of public services should first and foremost, be shown to support the achievement of outcomes - real-life improvements in the social and economic wellbeing of the people and communities of Scotland. *Christie*

Proposals for the reform of public services should be affordable and sustainable within the budgets expected to be available to Scotland's public services. *Christie*

Proposals for the reform of public services should include appropriate arrangements for services to account to the people and communities of Scotland, both directly and through their democratically elected representatives, so that public confidence in and support for the delivery of services can be maintained. *Christie*

Proposals for the reform of public services should ensure that services are built around the needs of people and communities, to increase individual and community capacity, resilience and autonomy. *Christie*

Proposals for the reform of public services should allow and encourage services to empower front-line staff and allow them to give of their best. *Christie*

Proposals for the reform of public services should support the local integration of service provision. *Christie*

Proposals for the reform of public services should encourage services to pursue preventative approaches, tackle inequality and promote equality. *Christie*

Proposals for the reform of public services should improve transparency over plans, expenditure and performance. *Christie*

Proposals for the reform of public services should contribute to the simplification and streamlining of the public sector landscape; and be consistent with and support the wider reform and improvement of Scotland's public services. *Christie*

### **Opportunities identified**

The Council can make a case for being more ambitious about the range of its functions and not limit them to current Council functions if it has proposals that would support inclusive economic growth, empower communities, and enable better services and more efficient use of public money. The time is right to think about public services more holistically as this can feed into Government reviews of functions and public bodies.

### **Being mindful of future issues ...**

Population growth has occurred in Highland since 1982 and is projected to continue to 2037; although decline is projected for all areas except Inverness and B&S, and is especially marked for Caithness and Sutherland. Skye and Sutherland have populations ageing faster than the region as a whole. It was noted that projections are not predictions and that other factors, unknown at this time, might affect population change.

There is a need to respond to the regions' demographic and economic challenges by collaboration to: agree shared outcomes for the future; coordinate planning and minimise duplication; coordinate investment and lever in more; and enable communities to act and deliver where possible.

It will remain important for the Council to maintain a Highland profile with the Scottish Government, Westminster, Government agencies and EU.

Being a part of the Scottish Cities Alliance offer opportunities to lobby and influence the change desired.

Enabling a local focus and local CPPs will be important for future development.

With partners we will need to shift from a service/function-based approach to a project team/outcomes based approach.

**Insights for Redesign Phase 1 from Staff taking part in Management Briefings and Senior Leadership Team events – May and June 2016**

Things work well in the Council when the following features are found.

Office rationalisation brings wider benefits to the organisation and to people using Council services as more staff are **co-located**.

**Appreciate the commitment of staff** - their good will; loyalty; dedication to public service; the pride they have in delivery quality public services; their desire to improve and the value they find in helping people who need more support. They have a public service ethos.

**Staff 'can do' attitude** - their joy in getting things done, enthusiasm and feeling empowered.

**The Council is connected to and works closely with our communities.** See the public as stakeholders, supporting them to be more involved and trusting them to decide and do things.

**The Council is connected to and works closely with our communities.** It is responsive and respectful of other people's views and has good customer relationships.

**The Council is connected to and works closely with our communities.** Staff also have a stake in their communities, have local knowledge of what matters and is needed, and they care about the communities they work for.

Have a **clear and common purpose** with a shared **focus on an outcome**, a person or community.

**Work in teams and across services and professional boundaries.** Work in partnership, in multi-agency working and in collaboration.

**Innovate** e.g. digital tools, be open to new ideas, be creative, be willing to take risks, challenge and lead where required.

**Manage change successfully** by: involving staff in change; training and development support; valuing staff; sharing information and listening to staff views especially those on the ground.

**Innovate** – keep trying new ways of doing things.

**Streamline service delivery** –looking at all service delivery and prioritise what we do around essential and non-essential services.

**Ceasing services** – especially where some things are liabilities, but also consider the value to the taxpayer overall (consider impacts on the public purse elsewhere).

**Increase community participation.**

**Listen** to staff views

Be aware of the **connections between front-line and support services.**

**Integrated services** can be particularly effective.

Managers need to keep looking for **efficiencies**.

Managers **challenge** current practice.

Managers **engage** their staff for ideas.

Feedback was also provided on things to watch out for in the Redesign process:

Make sure there the Council has **capacity to change**, improve and plan for the future, with concerns that staff reductions reduce capacity to change.

Redesign to support more community participation may widen the **equalities gap** across the region with even more uneven development.

Redesign to support more community participation may widen the **equalities gap** for people within communities who are less able to have their voice heard.

**Insights for Redesign - Phase 1  
Feedback from the CPP Chief Officers Group**

Things work well between partners and the Council when engagement takes place in these circumstances:

Focus on **shared outcomes** – a shared purpose and vision and agreement on how to get it.

**Challenge** the status quo **by not being constrained by organisational boundaries.**

**Challenge** the status quo by reviewing who is to do what **and agreeing to shift power.**

**Challenge** the status quo and access **total resources** in partnership and across communities.

See **challenge** as helpful.

**When staff are empowered** - avoid the need to pass on for a decision.

**Shared knowledge and understanding** – for partnership working.

**Being open** - for partnership working.

Developing **mutual respect and trust** at a personal level – for partnership working.

Being **clear how each partner contributes.**

A clear policy to make engagement with partners easier would be welcomed.



## Identifying outcomes from current functions

### Group 1 – Members

- Helping people to achieve their potential
- Better connected people, places and communities
- Improving quality of life / enjoying life
- Internal processes to be done more efficiently

### Group 2 – Member

- Wealthier and fairer Highland
- Healthier
- Greener Highland
- Smarter Highland
- Safer and Stronger Highland
- Internal processes

### Group 3 – Members

- Better supported communities
- Achieving potential and fairness
- Providing services
- Internal processes

### Group 1 – officers

- Essential community infrastructure for residents and visitors
- Supporting the Highland economy
- Better local democracy
- Public protection and safety
- Learning and support for children and their families
- Supporting vulnerable adults
- More efficient and smarter internal processes

### Group 2 – officers

- We are an economic success story with key business sectors being supported and infrastructure being maintained (including roads, housing, schools and public facilities) in the right place and at the right time to enable growth.
- We live in well-designed, sustainable communities are able to access the amenities and services they need.
- The Highland environment is protected and enhanced and our environmental impact is managed to mitigate against climate change
- Council back office functions are effective, efficient and utilise up to date technology and shared services
- Our children are well educated and live healthier and safer lives

### Group 3 – officers

- An attractive place to do business
- An attractive place to live – for everyone (no-one left behind)
- Statutory/regulatory outcomes
- An efficient organisation

**The Highland Council**

Minutes of Meeting of the **Re-Design Board of the Highland Council** held in Committee Room 2, Council Headquarters, Glenurquhart Road, Inverness on Tuesday, 10 May 2016 at 3.00pm.

**Present:**

Mrs I McCallum (Chair)	Dr I Cockburn
Mr B Lobban (Vice Chair)	Mr A Christie
Mrs M Davidson	Mr T Prag
Mr B Fernie	Dr J Davis
Mr A MacKinnon	Mr J Gray
Mr M Reiss	Mrs D MacKay
Ms M Smith	Mr T MacLennan

**Non-Members in attendance:**

Ms J Douglas

**Officials in attendance:**

Mr S Barron, Chief Executive  
Mr D Yule, Director of Finance  
Mrs C McDiarmid, Head of Policy and Reform  
Miss J MacLennan, Democratic Services Manager

**Business**

**1. Apologies for Absence**

Apologies for absence were intimated on behalf of Mr G MacKenzie and Mr B Thompson.

**2. Declarations of Interest**

There were no Declarations of Interest.

**3. Minutes of Previous Meeting**

There had been circulated Minutes of the previous Meeting held on Monday, 18 April 2016 which were **AGREED**.

**4. Phasing the Work of the Board**

There had been circulated Report No. RDB/4/16 dated 4 May 2016 by the Chief Executive which set out the proposed phasing of the work for the Redesign Board. In this regard, it was confirmed that more detail was available for the early work of the Board at this time and future phases would be developed as the work of the Board progressed.

During discussion, and with specific reference to the identification of other groups (internally and externally) who could be involved in a future workshop setting, it was suggested that more consideration was needed on how Community Councils

could be involved in what was acknowledged to be an evolving process with very tight deadlines.

Thereafter, the Board **AGREED** the proposed phases of work and associated timeline for phases 1-6 as set out in Appendix 2 to the report and the proposed detailed timelines for phases 1 and 2 as set out in Appendix 3.

It was **NOTED** that detailed timelines for future phases would develop as the work of the Board progressed and would be reported to future meetings for agreement.

The Board also **AGREED** to consider (as part of the workshop which was to follow the meeting) whether there were any other groups, internally and externally, who could also take part in the workshops on purpose, values and outcomes.

Further, it was **AGREED** that Board Members would take part in the discussions with Heads of Service when information was being gathered on current and potentially future service delivery arrangements and that three further workshops (each of two hours) should be scheduled by mid-June to meet the deadline for making recommendations to the Council on 29 June 2016.

## 5. External Input to the Board

There had been circulated Report No. RDB/5/16 dated 3 May 2016 by the Chief Executive which invited Board Members to consider the potential sources of external input to the Redesign and to advise how they wished to engage in each case.

In this regard, it was confirmed that potential sources for the Board to consider included –

- (i) Chief Officers and/or Senior Councillors from Local Authorities who had relevant experience of redesign;
- (ii) Representatives from the Society of Local Authority Chief Executives (SOLACE) with consultancy support from SOLACE Enterprises;
- (iii) The Improvement Service (CoSLA);
- (iv) Current and former Chief Officers from public sector partners;
- (v) Continuous improvement specialists (such as LEAN Practitioners);
- (vi) Specialist private sector consultants;
- (vii) Visits or invites to exemplar organisations; and
- (viii) Attendance at Conferences.

During discussion, it was stressed that the definition of the purpose, values and outcomes from this work was paramount and as such there was a need for a clear brief from the outset in relation to which services were to be redesigned. Also, visits or invites to exemplar organisations and the sharing of experience with other local authorities in specified locations could be extremely helpful as part of the learning process.

In terms of the suggestions for potential sources of external input, and whilst these were all welcomed, it was queried as to whether there could perhaps only be limited input from Police Scotland and the Scottish Fire and Rescue Service in view of their established practices and systems.

Also, in regard to Chief Officers and/or Senior Councillors from local authorities who had relevant experience of redesign, examples quoted included Greater Manchester and Kent and it was noted that these would be followed up and a further update provided for the next meeting.

It was further suggested that contact should be made with the Scottish Government to investigate other possible additional examples of external input which could perhaps also be used as part of this process.

Thereafter, the Board **AGREED** in principle to the potential sources of external input which had been proposed on the basis that further information on all options would be presented in due course, including the identification of speakers for future workshops and the locations for visits to other organisations.

## 6. Approach to Engaging with Staff

There had been circulated Report No. RDB/6/16 dated 4 May 2016 by the Chief Executive which recommended seven new ways of involving staff in the Board's work on redesign. In this regard, it was confirmed that these methods would have a legacy beyond the redesign period.

At this point, the Chair and Vice Chair confirmed that they were to contact Mr John Gibson, UNISON, and it was anticipated that he would be in attendance at and would participate in future meetings of the Board.

During discussion, it was suggested that there was a need to invest in and to manage the process for the involvement of staff on a digital level and to ensure that there was a balance between Union and non-Union staff members.

It was also highlighted that there was a need to ensure that staff from all areas and services were represented on the proposed Staff Panel in order to ensure representation from across the Highland area.

Thereafter, it was **NOTED** that redesign and the work of the Board would be covered in normal arrangements for engaging with staff over the next twelve months, whether face to face, electronically and through Trade Unions.

It was also **AGREED** that the following new methods of involving staff in redesign should be pursued and discussed with further with Trade Unions –

- (1) representation from Trade Unions in the work of the Board;
- (2) a Staff Panel to be created to gather staff feedback by surveys, with a report on recruitment to the Panel and its size at the next Board meeting;
- (3) staff focus groups to be run in localities to feed into relevant phases of the Board's work;
- (4) discussions with Heads of Service, and others as identified, to be undertaken to gather information on current functions and how they might be delivered differently in future - with the involvement of Board Members;

- (5) Board Members to shadow particular staff to understand their role and service delivery issues and ideas for change;
- (6) the creation of a Staff Facebook page (closed group); and
- (7) recommendations on a digital platform to subscribe to at a future Board meeting to enable staff to provide redesign ideas, debate them, rank them and vote on them. Such a platform would have wider community use too.

The meeting ended at 3.45pm.

**The Highland Council**

Minutes of Meeting of the **Re-Design Board of the Highland Council** held in Committee Room 2, Council Headquarters, Glenurquhart Road, Inverness on Tuesday, 24 May 2016 at 3.00pm.

**Present:**

Mrs I McCallum (Chair)	Mr G MacKenzie
Mr B Lobban (Vice Chair)	Mr A Christie
Mrs M Davidson	Mr T Prag
Mr B Fernie	Dr J Davis
Mr A MacKinnon	Mr J Gray
Mr M Reiss	Mr T MacLennan
Dr I Cockburn	

**Non-Members in attendance:**

Mr K Gowans  
Ms F Robertson  
Mr H Fraser

**Officials in attendance:**

Mr S Barron, Chief Executive  
Mr B Alexander, Director of Care and Learning  
Mrs C McDiarmid, Head of Policy and Reform  
Ms R Cleland, Corporate Communications Manager  
Miss J MacLennan, Democratic Services Manager

**Business**

**1. Apologies for Absence**

Apologies for absence were intimated on behalf of Ms M Smith, Mr B Thompson and Mrs D MacKay.

**2. Declarations of Interest**

There were no Declarations of Interest.

**3. Minutes of Previous Meeting**

There had been circulated Minutes of the previous Meeting held on Tuesday, 10 May 2016 which were **AGREED**.

In this regard, an update was provided at the meeting by the Chair and Vice Chair on their recent meeting with Mr John Gibson, UNISON, during which it was confirmed that Mr Gibson was to meet with a representative from another Union to discuss involvement with the work of the Board. It was therefore anticipated that there would attendance by two Union representatives at future meetings which was welcomed.

#### 4. Developing a Staff Panel

There had been circulated Report No. RDB/7/16 dated 19 May 2016 by the Acting Head of Policy which set out the background and options for developing a Staff Panel. In this regard, specific information was provided in relation to the Proposed Criteria and Sampling Approach and Potential Options for Panel Creation.

In relation to Panel Creation, three options were presented for consideration as follows –

- Option 1 – Service Representation as the Primary Factor
- Option 2 – Service Representation with an Area dimension
- Option 3 – Area Representation with a Service dimension

During discussion, it was stressed that it was imperative that full and detailed information on every aspect of the process was highlighted from the outset. In this regard, it was suggested that experience gained from the Citizens Panel could perhaps be utilised in order to avoid any circumstances of ‘survey fatigue’ which would be detrimental to the process.

Specifically, and in relation to Option 3 which it was noted would require a Panel of around 5000 staff, it was confirmed that survey questions would need to be carefully phrased in order to fully clarify the remit of the Board and to achieve the most informative level of response. It would also be helpful for Focus Groups to be arranged in different localities and for Panel members to be included in those Focus Group meetings wherever possible.

Thereafter, the Board **AGREED** to adopt Option 3 as outlined in the report, namely Area Representation with a Service Dimension - creation of a Panel which was representative of staff groups within each Council area which would mean that Members would be able to consider the results of staff surveys by Council area and be confident about the views being representative of the staff population in those locations.

It was also **AGREED** that invitations to participate in the Panel should be sent out by 3 June and a further report brought back regarding the take up and what this would mean around levels of representation.

#### 5. Proposed Communications Strategy

There had been circulated Report No. RDB/8/16 dated 20 May 2016 by the Corporate Communications Manager which invited consideration of the draft Redesign Communications Strategy.

In this regard, it was confirmed that this aimed to manage effective internal and external communications with a wide range of stakeholders during the redesign project and subsequent decision making and implementation phases in order to maximise the Council’s ability to meet corporate objectives and reduce associated risks.

During discussion, it was stressed that this would be a very important aspect of the work to be undertaken by the Board and that all communication to be undertaken should be clear, concise and easily understood by all concerned.

It was also suggested that the public response to the work of the Board should be reviewed on a monthly basis to enable constant monitoring of views and reaction as they were received.

Thereafter, the Board **AGREED** the draft Communications Strategy as circulated.

## 6. Exclusion of the Public

The Board **RESOLVED** that, under Section 50A(4) of the Local Government (Scotland) Act 1973, the public should be excluded from the meeting for the following item on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 1 and 6 of Part 1 of Schedule 7A of the Act.

## 7. External Input to the Board – Follow Up

There had been circulated to Members only Report No. RDB/9/16 dated 17 May 2016 by the Chief Executive which proposed that the Board should access external input through Workshop Sessions with experienced Chief Officers from Scottish and Local Government and develop other options, including consultancy and attendance at relevant Conferences.

There had also been circulated to Members only specific details in regard to Consultancy Services.

At this point, it was suggested that, in addition to the recommendations within the report, Members should also consider inviting Ms Donna Hall (Wigan Council) to attend an early Workshop Session.

During discussion, Members raised the following issues:-

- in relation to consultancy services, it would be essential to be clear from the outset as to exactly what was required and at what stage in the process. In this respect, it was suggested that this might be most helpful during the implementation or detailed design stage of the work;
- there was a need to be clear as to how the work of the Board was to progress, particularly in terms of the timescale for consideration of which services (currently provided by the Council) could perhaps be delivered differently in future or no longer provided;
- it would be imperative that information was made widely available as part of the communications strategy in terms of how, when and who was making the decisions on the future delivery of services;
- this should be viewed as a process of making positive choices about priorities in the first instance;
- in terms of the suggested consultancy support from SOLACE Enterprises as detailed in the report, there was a need to further consider how this related to the particular circumstances of the Highland area and as such it might be better to delay any decision on this aspect until later in the process;
- it would be beneficial for Members of the Board to visit other Councils who had already undertaken a redesign process in order to gain knowledge and insight into their experiences;



- it was important to highlight that specific budgetary and service arrangements in English Local Authorities differed from those in Scottish Local Authorities in some Services, such as Education; and
- it would be preferable to perhaps implement all the recommendations within the report but on a phased basis i.e. undertake the Workshop Sessions in the first instance and authorise the Chief Executive to explore options for support from the Improvement Service, with the other potential sources of external input being considered at a later date in the process.

Thereafter, the Board **AGREED**:-

- (i) to Workshop Sessions with Mr Kenneth Hogg (Scottish Government), Mr Jim Savege (Aberdeenshire Council) and Ms Donna Hall (Wigan Council) being arranged immediately;
- (ii) to authorise the Chief Executive to explore options for support from the Improvement Service; and
- (iii) that Members should identify and apply to attend relevant Conferences which focused on public sector redesign and reform.

It was also **AGREED** that the other potential sources of external input as detailed in the report should be considered at a later date in the process.

The meeting ended at 3.55pm.