

The Highland Council

Minutes of Meeting of the **Redesign Board of the Highland Council** held in Committee Room 1, Council Headquarters, Glenurquhart Road, Inverness on Tuesday, 30 August 2016 at 2.00pm.

Present:

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

Also Present:

Mr A Henderson

Mr J Gibson, UNISON

Mr M Haymer, GMB

Officials in attendance:

Mr S Barron, Chief Executive
Mr D Yule, Director of Finance
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 Mr G MacKenzie, Mr T MacLennan, Mr J Gray, Dr I Cockburn, Mr A MacKinnon 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, 21 June which were **AGREED**.

4. Redesign Progress: Concluding Phase 2 on re-prioritising services and the proposed approach to Phase 3 on appraising options for change

There had been circulated Report No. RDB/11/16 dated 26 August 2016 by the Head of Policy & Reform which described the process undertaken by the Board to conclude Phase 2 of its work and set out proposals to begin Phase 3.

Following a summary of the report, the Chief Executive thanked Members and Staff Side Representatives for the considerable level of work which had been undertaken over the Summer Recess period.

Thereafter, and during discussion, the following issues were raised:-

- there had been 4 Workshops undertaken (as opposed to the 3 which had been detailed in the report);
- the Workshop on how to become a more enabling Council from the perspectives of 12 diverse community groups had been especially important and relevant to the work of the Board;
- more work needed to be undertaken to identify what the Council – and other public agencies – could do better;
- Booklet A listed all of the functions which had been identified, grouped by the outcome agreed and the extent to which they were statutory or discretionary and this was particularly helpful and informative for Members;
- a Glossary of terms/abbreviations within the Booklets would also be helpful;
- in terms of the staff who were to be identified to be part of a challenge and review team, and with specific reference to the values developed by the Board which would guide the approach to Phase 3, it was noted that the Director of Finance would champion the value of ‘Challenging’ and the Head of Revenues and Business Support would lead on ‘Open to Ideas’;
- in relation to the future work to be undertaken, it would be important for the reasons for the reviews to be positively conveyed to staff;
- over 37 local focus groups (as opposed to the 20 stated in the report) had now been run in localities and depots as part of Phase 1;
- consideration of the views and opinions of staff at all levels was imperative throughout the process;
- in regard to the proposals for Board Members to shadow staff, it would be important for Members to shadow staff within Services which were not familiar to them if possible;
- in terms of the Conference to be hosted by the Council in the Autumn, with input from all localities, it would be important to find the right balance between presentations and contributions at this event;
- consideration should be given to commencing the Workshops on 13 and 20 September at 12 noon;
- priority had to be given to the review of Catering, Cleaning and Facilities Management as this was required to be concluded as soon as possible and by the end of the year;
- in terms of the timetable for reviews, it was important that key decisions were taken at an early date and as such the proposed wording within the report should be changed from ‘over a 24 month period’ to ‘through 2017/18 and beyond’; and
- further Workshops should be arranged during September and October – with final details being notified to Members of the Board in due course.

Thereafter, the Board **NOTED**:-

- i. that, by meeting fortnightly through the Summer Recess, it was on track with concluding Phase 2 of its work and beginning Phase 3 and this would be reported to the full Council on 8 September;
- ii. the wide range of Council functions and the extent to which they were statutory or discretionary as shown in Booklet A;

- iii. that a communications plan was in place for concluding Phase 2 and beginning Phase 3;
- iv. the positive feedback from community planning partners to engage with redesign as described in Appendix 3 with further opportunities to engage as set out in Paragraph 4.23; and
- v. the implications as set out in Section 6 of the report – on the basis that reviews would be undertaken through 2017/18 and beyond.

The Board **AGREED**:-

- i. the long list of functions proposed for review as set out in Booklet B, noting that they covered both statutory and discretionary functions and were spread across all Council services;
- ii. that the approach to Phase 3 could demonstrate the values of challenging, open to ideas, participating and empowering;
- iii. that the long list of reviews be prioritised by the Board during September, taking into account the factors listed in Paragraph 4.5, and that it seeks delegated authority from the Council to decide those functions for review in 2016/17;
- iv. reviews should include the range of options for service delivery included in Paragraph 4.9, other than for those identified by Members to have a narrower focus e.g. on charges and income;
- v. reviews would be carried out internally through 2017/18 and beyond through challenge and review teams, with a pool of staff identified by the Chief Executive for these teams, with scope for external support where appropriate as described in Paragraph 4.13 (this would include the Director of Finance and the Head of Revenues and Business Support as Champions of 'Challenge' and 'Open to Ideas' respectively);
- vi. reviews would be scrutinised by the Board supported by Sub-Groups of Members for particular reviews once the reviews for 2016/17 had been identified;
- vii. to continue with the ways to engage staff as listed in Paragraph 4.17;
- viii. that Group Leaders and the Chair and Vice Chair of the Board should meet with Officers to develop proposals for the Board on public engagement, including the public in general, representative groups across communities and with those using the services in scope for review in 2016/17;
- ix. that a Conference should be hosted by the Council in the Autumn involving community bodies, partners and Government to agree action to support community bodies to do more in and with their communities. A draft Programme would be considered by the Board in September; and
- x. that the Board should continue to meet fortnightly through October and to cover the topics as set out in Paragraph 5.1 of the report.

The meeting ended at 3.20pm.