

Agenda Item	6
Report No	RDB-5-22

REDESIGN BOARD

Date: 07 September 2022

Report Title: Redesign Board Programme Development

Report By: Interim Depute Chief Executive

1. Purpose/Executive Summary

- 1.1 This report provides Members with a proposed approach to developing a programme of work for the Redesign Board.
- 1.2 This report also provides an overview of the work previously undertaken through the Redesign Board in relation to business improvement using the “Lean” approach, with a new and reinvigorated Lean programme to be commenced to target specific areas of service delivery for improved customer service and increased efficiency.

2. Recommendations

- 2.1 Members are asked to
 - i) consider and note the report;
 - ii) agree to the initial major strategic projects for the Redesign Board; and
 - iii) agree to re-establish a programme of Lean/Rapid Reviews.

3. Implications

- 3.1 **Resource:** There are no direct resource implications arising from this report, Project Sponsors manage the resource commitments required for the successful delivery of their projects from a corporate perspective, ensuring effective and targeted deployment of resource.
- 3.2 **Legal:** There are no direct legal implications arising from this report. Project Sponsors seek legal advice and take appropriate action as required in respect of their projects.
- 3.3 **Community (Equality, Poverty and Rural):** Impact assessments, informed by engagement with key stakeholders including partners and communities, are undertaken to evaluate proposals and decisions.
- 3.4 **Climate Change / Carbon Clever:** There are no direct Climate Change / Carbon Clever implications arising from this report. All Redesign projects proactively make linkages to the Council’s Net Zero Strategy.

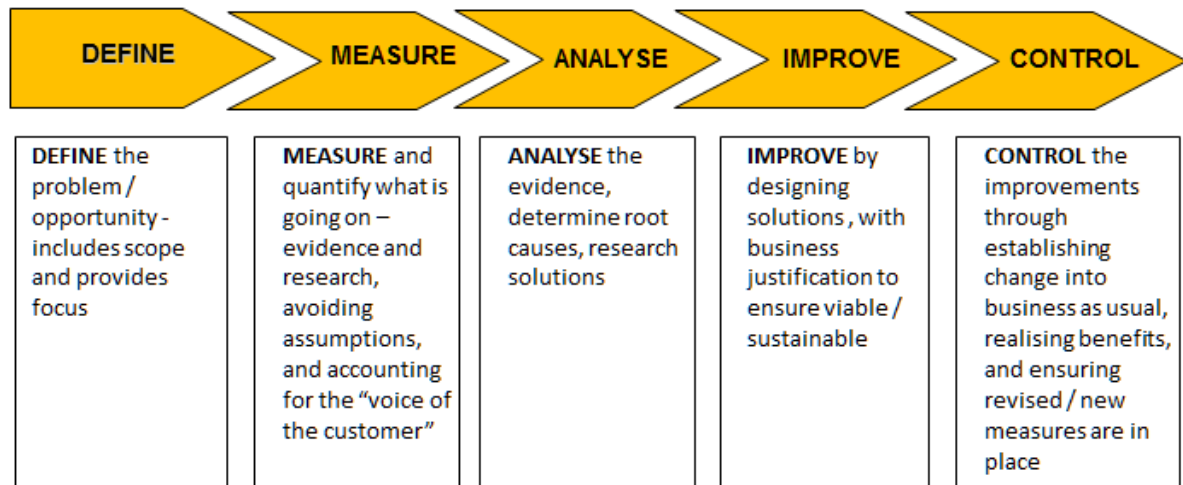
- 3.5 **Risk:** All Redesign projects comply with Corporate and Transformation PMO standards in respect of proactive risk management as a key discipline in the controlled and managed delivery of the work.
- 3.6 **Gaelic:** There are no specific Gaelic implications arising from this report. All projects will ensure the Council's bilingual policy is appropriately applied.

4. Redesign Board Strategic Projects

- 4.1 One of the major Strategic Projects that had yet to conclude under the previous Redesign Board was the Asset Rationalisation Project. This has subsequently been reviewed and re-titled 'Asset Management' and has been extended to include not only rationalisation, but also where asset use may need to change and evolve in the light of the changed operating context – such as the development of hybrid working approaches; emerging collocation opportunities with partners; and the need to consolidate, modernise and invest in critical capital infrastructure such as the Council's depots. A presentation about the project is being given to this meeting of the Board and it is proposed that this remains one of the key strategic projects that the Board continues to drive and oversee. Members will wish to consider who the councillor and union representatives should be on the project board.
- 4.2 Another critical project that is proposed for the Redesign Board is to review and improve customer engagement. 'Connected Customers' was a project originally taken through the Recovery, Improvement and Transformation Board under a broader heading of Digital Transformation. This has delivered against a number of initial targets for implementing digital solutions for customer transactions but is now to be broadened out to consider how our customers engage with the Council more broadly and in particular, looking at developing the Council's website. Members will wish to consider who the councillor and union representatives should be on the project board.

5. Business Improvement – “Lean” Approach

- 5.1 As an important part of the previous Redesign work programme, a number of projects were selected for review using an approach which involves “Lean” principles, and these are listed at **Appendix 1**.
- 5.2 “Lean” is a business improvement methodology, that involves staff and managers alike to consider problem areas, measure and analyse the related evidence and data, from which solutions and improvements are identified and delivered. This approach provides for a visual representation of how work is carried out and how it can be improved. It delivers financial and customer benefits, and also provides the opportunity for staff to be hands on and directly involved in business improvement. The following diagram sets out the Lean approach:



5.3 Staff involved in Lean reviews provided the following feedback on the key benefits from applying this approach to business improvement:

- Provides a logical and thought through structure applicable to any improvement work
- Front line staff involvement – informed change through listening to staff
- Evidence based change – avoiding assumptions, quantifying what is really going on, understanding customer impact, and targeting solutions
- Collaboration across teams – working between teams to focus on the task of improving the whole/end to end process
- Opportunity to learn and develop – training and working through projects to deliver change

5.4 As a key element of a continual and systematic process of change and improvement, it is proposed that a new and reinvigorated Lean programme is to be commenced and will target specific areas of service delivery for improved customer service and increased efficiency. Where appropriate, other quick review techniques can and will be used, such as agile, rapid reviews, business process management and so on.

6. Measuring Impact

6.1 As part of the approach to establishing a refreshed Programme of Redesign Reviews, there will be a focus on capturing benefits and understanding legacy impacts. This means that in addition to the standard project and programme management approach of setting clear expectations and targets for the timeframe, cost, and outcomes expected from each review (time/cost/quality), attention will also be paid to measuring the individual and cumulative impact and benefits over time to gain a more holistic understanding of the return on the investment made.

Designation: Depute Chief Executive

Date: 23 August 2022

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Appendix 1: Lean Projects

Administration in Schools
Additional Needs Assessment & Resource Allocation
Community Asset Transfer
Complaints
Energy Billing
Facilities Lets
Fly Tipping
Occupational Health Referrals
Booking Training Courses
Cash Collection: Parking/Toilets
Service Centre: Bulky Household Items
Commercial Waste: Billing & Recovery
Trades: Housing & Property Repairs
Burials & Cremations Admin
Additional Support Needs: Transport