

## Notice of Meeting and Agenda Leadership Board

Date	Time	Venue
Tuesday, 29 March 2016	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM  
Head of Corporate Governance

### Membership

Councillor Lorraine Cameron: Councillor Eddie Devine: Councillor Roy Glen: Councillor Jim Harte: Councillor Jacqueline Henry: Councillor Terry Kelly: Councillor Brian Lawson: Councillor Kenny MacLaren: Councillor Mags MacLaren: Councillor Eileen McCartin: Councillor Iain McMillan: Councillor Bill Perrie: Councillor Tommy Williams:

Councillor Mark Macmillan (Convener): Councillor Michael Holmes (Depute Convener)

### Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at [www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx](http://www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx)

For further information, please either email [democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk) or telephone 0141 618 7112.

### Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.



## **Items of business**

### **Apologies**

Apologies from members.

### **Declarations of Interest**

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

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|----------|--|----------------|
| <b>1</b> | <b>Tackling Poverty Programme - Sports Coach Academy</b>   | <b>5 - 8</b>   |
|          | Report by Chief Executive  |                |
| <b>2</b> | <b>The Glasgow Bin Lorry Crash - Interim Report on Progress with Action Plan following Recommendations of the Fatal Accident Inquiry</b> | <b>9 - 22</b>  |
|          | Joint Report by Directors of Community Resources and Finance and Resources   |                |
| <b>3</b> | <b>Better Council Change Programme</b>   | <b>23 - 30</b> |
|          | Report by Chief Executive  |                |
| <b>4</b> | <b>Joint Workforce Plan for Staff Working in the Renfrewshire Health and Social Care Partnership</b>                                     | <b>31 - 40</b> |
|          | Report by Chief Executive  |                |
| <b>5</b> | <b>Culture, Heritage and Events Fund</b>   |                |
|          | Report by Director of Development and Housing Services. (Not available)  |                |

### **EXCLUSION OF PRESS AND PUBLIC**

The Board may by resolution exclude the press and public from the meeting during consideration of the following items of business as it is likely, in view of the nature of the business to be transacted, that if members of the press and public are present, there could be disclosure to them of exempt information as defined in paragraphs 6 and 8 of Part I of Schedule 7A of the Local Government (Scotland) Act, 1973.

**6 Review of Renfrewshire Leisure's Strategic Business Plan 2016/17**

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**To:** Leadership board

**On:** 29 March 2016

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**Report by:** Chief Executive

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**Heading:** Tackling Poverty Programme - Sports Coach Academy

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## 1. Summary

- 1.1 Sports Coach Academy is managed and coordinated by Renfrewshire Leisure and funded through the Tackling Poverty Programme. Sports Coach Academy offers 16-21 year olds a ten month full time leadership, training and employability placement. Priority access to Sports Coach Academy was given to looked-after and accommodated young people in Renfrewshire.
  - 1.2 Involvement in Sports Coach Academy provides these young people who were not in education, training or employment with the opportunity to be inspired, increase their employability chances and become part of the skilled workforce that provides sport in after school and community club activity sessions. The programme allows young people to become professional sports coaches and motivators for other young people within communities throughout Renfrewshire.
  - 1.3 The trainees have undertaken a variety of training that will assist them in gaining full employment within the leisure and sport industry or will provide them with skills and experiences that will assist in securing a further education placement.
  - 1.4 This report is supported by an accompanying short film which will be shown to Members and which highlights the positive impact involvement in Sports Coach Academy is having on the lives of the participating young people.
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## 2. Recommendations

- 2.1. Members are asked to note the report and the accompanying short film.

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### **3. Background**

- 3.1 Sports Coach Academy is managed and coordinated by Renfrewshire Leisure and funded through the Tackling Poverty Programme. The Tackling Poverty Programme contributed £90k and a further contribution from Invest Renfrewshire of up to £5k per participant allowed us to recruit 10 young people onto the programme in October 2015.
- 3.2 Sports Coach Academy offers 16-21 year olds a ten month full time leadership, training and employability placement. Priority access to Sports Coach Academy was given to looked-after and accommodated young people in Renfrewshire. The programme provides these young people who were not in education, training or employment with the opportunity to become part of the skilled workforce that provides sport in a variety of settings. Sessions include breakfast club, lunchtime, after school and holiday clubs.
- 3.3 The trainees have played an active role in the Families First holiday camps and in the breakfast clubs organised by Community Resources. Currently the trainees are using these clubs to gain direct experience working and dealing with young children in the hope that at the end of the training period they are confident to lead these sessions on their own. They are being mentored by our sessional coaching staff and Sports Service staff. The programme allows young people to become professional sports coaches and motivators for other young people within communities throughout Renfrewshire. It is envisaged that the trainees will complete their training in August 2016.
- 3.4 The trainees have successfully gained qualifications in:
- Child protection
  - Positive Coaching Scotland
  - Top Play Top Sport
  - Rugby
  - Bikeability
  - Boccia
  - Disability Awareness
  - Badminton
  - NICAS
  - First Aid
  - Football Referee
  - Volleyball
  - Basketball
  - Ultimate Frisbee
  - Sports Leader
  - Walk Leader
- 3.5 Planned training over the next few months will include pool lifeguard, swim teacher and customer service training. Other sport qualifications will be offered along with many opportunities for hands on experience at community clubs etc.
- 3.6 At the end of the programme Invest Renfrewshire will support the young people to update their CV and will work with them to improve their interview skills and techniques. The programme will improve their confidence, their self

esteem as well as their skills base. At the end of the training period (August 2016) the trainees may gain employment or go on to secure a place at college.

- 3.7 This report is accompanied with a short film that allows the chance to see the young people and hear more about their experience so far and the difference that it has made to their lives.

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## Implications of this report

### 1. Financial Implications

None.

### 2. HR and Organisational Development Implications

None.

### 3. Community Plan/Council Plan Implications

Children and Young People	- Our children and young people feel confident and responsible – able to participate fully in learning and in their wider community and take part in opportunities which meet their needs, interests and aspirations
Community Care, Health and Well-being	- Get involved in activities that improve the health and wellbeing of their community: Enjoy good mental health
Empowering our Communities	- Have the capacity and resources to lead projects and be involved in service delivery
Greener	- Sustainable growth will be delivered by directing developments to locations which create sustainable communities and high quality places
Jobs and the Economy	- Renfrewshire will have a growing local economy creating employment for a well trained, qualified and motivated workforce – where unemployment is reduced and employment opportunities are growing
Safer and Stronger	- All members of the community, in particular our most vulnerable children, young people and adults, live in a safe, inclusive and nurturing environment where they are respected and free from abuse or neglect.

### 4. Legal Implications

None.

### 5. Property/Assets Implications

None.

**6. Information Technology Implications**

None.

**7. Equality and Human Rights Implications**

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

**8. Health and Safety Implications**

None.

**9. Procurement Implications**

None.

**10. Risk Implications**

None.

**11. Privacy Impact**

None.

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**List of Background Papers**

- (a) None
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**To: LEADERSHIP BOARD**

**On: 29 MARCH 2016**

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**Report by: JOINT REPORT BY DIRECTOR OF COMMUNITY RESOURCES AND  
DIRECTOR OF FINANCE & RESOURCES**

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**Heading: THE GLASGOW BIN LORRY CRASH – INTERIM REPORT ON PROGRESS  
WITH ACTION PLAN FOLLOWING RECOMMENDATIONS OF THE FATAL  
ACCIDENT INQUIRY**

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**1 Summary**

- 1.1 The purpose of this report is to update the Leadership Board on progress of the action plan following on from the release of the determination of the Fatal Accident Inquiry into the death of six people who died on 22 December 2014 when a bin lorry mounted a pavement in Glasgow City Centre. The vehicle collided with a number of pedestrians after the driver suffered an episode of neuro cardiogenic syncope (fainting), causing him to temporarily lose consciousness so that he was unable to control the movement and direction of the vehicle.
- 1.2 A report relative to the potential implications for the Council in carrying out certain functions as a local authority, following the release of the determination of the fatal accident inquiry, was considered and approved by the Leadership Board on 17 February 2016. This was the first available opportunity for the Council to consider this matter and the Leadership Board acknowledged that a short term multi-disciplinary task team had been set up, to consider the findings of the Inquiry and develop an action plan which will address the recommendations made by the Sheriff in so far as it relates to our function as a Local Authority.

- 1.3 In his FAI report the Sheriff concluded that the most effective measure to prevent such an occurrence would be to seek to avoid drivers becoming incapacitated at the wheel. Therefore, the task team's key focus has been on this aspect of the inquiry.
- 1.4 It was also agreed that a further report would be submitted to the next scheduled meeting of the Leadership Board on Tuesday 29 March 2016 detailing the Council's referenced action plan, including any financial implications (where known at this stage).
- 1.5 Work undertaken so far by the task group has confirmed that the Council's recruitment process was already robust in a number of areas which are relevant to the Sherriff's recommendations. However, some immediate action was taken in respect of requiring medical confirmation of fitness to drive from medical practitioners as part of recruitment where driving is a requirement of the job. All existing drivers of heavy goods vehicles and public service vehicles will undergo an interview with the Council's occupational health provider to confirm fitness to drive.
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## **2 Recommendations**

It is recommended that the Leadership Board notes:

- 2.1 The progress of action plan and the measures which were immediately put in place concerning driver recruitment,
- 2.2 That the task team will continue to progress the implementation of the FAI findings and will actively research and develop areas that are continuing to evolve, in particular vehicle specification and advancing safety features.
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## **3 Background**

- 3.1 A determination was released on 7 December 2015 by Sheriff John Beckett QC, following a Fatal Accident Inquiry held at Glasgow into the death of six people who died on 22 December 2014 when a bin lorry mounted a pavement in Glasgow City Centre. The vehicle collided with a number of pedestrians after the driver suffered an episode of neuro cardiogenic syncope (fainting), causing him to temporarily lose consciousness so that he was unable to control the movement and direction of the vehicle.

- 3.2 Sheriff Beckett found that there were reasonable precautions which could have been taken whereby the accident might have been avoided. His determination is critical of the driver Harry Clarke, stating that the crash might have been avoided had he not lied about his medical history. In his report he concluded that the most effective measure to prevent such an occurrence would be to seek to avoid drivers becoming incapacitated at the wheel. It should also be noted that responsibility in relation to this specific issue lies with drivers themselves and Driver and Vehicle Licensing Agency (DVLA).
- 3.3 He indicated eight reasonable precautions which could have prevented the crash which all related to Mr Clarke's health and in particular to a previous loss of consciousness in April 2010 and Mr Clarke's subsequent failure to disclose true and accurate information about his medical history in later health questionnaires and assessments.
- 3.4 Sheriff Beckett made a total of 19 recommendations in his determination which, if followed, may reduce the chance of a recurrence of such an accident. The recommendations covered possible legislative changes, disclosure of medical information, the DVLA, Glasgow City Council and other local authorities in general. In his conclusions the Sheriff intimated that it may well be that the single most useful outcome of this inquiry would be to raise awareness of the dangers involved in driving if subject to a medical condition which could cause the driver to lose control of a vehicle.
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#### **4 Progress of Action Plan Relating to the Findings of the FAI.**

- 4.1 The short term task team have now met on several occasions and have been involved in gathering supporting information from Renfrewshire Council's current processes and procedures. In addition, they have looked at best practice and recommendations made by other Councils in response to the determination to assist the group in recommending appropriate actions for inclusion within Renfrewshire Council's action plan. They have also spoken to vehicle manufacturers and the Freight Transport Association to seek specialist technical advice on some of the issues raised by the enquiry.
- 4.2 The short term task team have been making progress in the specific areas noted below:-
- implications for HR policies and procedures associated with recruitment and employment health checks,

- training for employees and risk assessments for waste collection routes,
- implications of any legislative changes such as increased vehicle specification and the consequent cost and operational issues for the Council,
- the potential impact on the wider Council LGV and PCV fleet and any associated implications for policies and operating procedures,
- the implications for private sector operators of heavy goods vehicles operating in and around town centres and the role that the Council may play with respect to managing risk (recognising that the Council has a statutory duty to ensure that arrangements are in place for the removal of trade waste),
- implications for procurement of employees or services

4.3 In his FAI report the Sheriff concluded that the most effective measure to prevent such an occurrence would be to seek to avoid drivers becoming incapacitated at the wheel. As such, the task team's key focus to date has been in relation to this aspect of the inquiry. The following actions have been undertaken and have been concluded as a priority.

#### 4.4 Human Resources

Recommendation	Action
Medical information should be supplied to any doctor advising an organisation as to that driver's fitness following a medical incident whilst driving and the doctor should insist on having it prior to advising that organisation.	This has formally been incorporated into the arrangements with the Council's current Occupational Health provider.
No employment of a driver should commence before references have been received.	This process was already included in the Council's recruitment procedure.

<p>The Council should carry out a review of its employment processes with a view to improved checks on medical and sickness absence information provided by applicants.</p>	<p>Recruitment procedure has been amended to ensure that new employees have medical confirmation from their own GP about fitness to drive. The pre-employment questionnaire for drivers has been amended by adding two additional questions specifically about fitness to drive. The pre-employment check is now job specific in the case of drivers.</p>
<p>Councils as operators of large vehicles should put in place systems to ensure that drivers are fit to drive on appointment and that they remain so for the duration of their employment. Annual medicals should be considered.</p>	<p>An initial face to face medical will be carried out with all existing PCV and LGV drivers by the Council's occupational health provider, supplemented by a medical questionnaire which will be sent to the employees GP. This exercise will commence at the end of March 2016. Thereafter employees will be given an annual medical to ensure that they remain fit during employment. As part of this medical the employee is reminded of their obligation to report any existing or subsequent medical conditions which could affect their ability to drive.</p>

Other actions which are underway are as follows:-

#### 4.5

#### Vehicle Specification

Recommendation	Action
<p>Local Authorities which collect refuse should seek to have autonomous emergency breaking systems (AEBS) fitted to those vehicles wherever it is reasonably practical to do so.</p>	<p>All new refuse collection vehicles will have AEBS systems specified as vehicles are replaced.</p> <p>This will also apply to all other heavy vehicles purchased by the Council. From November 2015 new vehicles will have this fitted as standard.</p> <p>Investigation is underway to determine if current technology is advanced enough to</p>

	warrant acceleration of the Council's vehicle replacement programme, for refuse collection and other heavy vehicles.
Councils should explore the possibility of retrofitting large goods vehicles collecting refuse with AEBS.	It is not possible to retrofit the current refuse collection vehicle fleet with AEBS as they are Euro 5 specification. Current refuse collection vehicles are Euro 6 specification.

#### 4.6 Operations

Recommendation	Action
Basic training should be provided to operatives to familiarise them with steering and breaking systems.	Awareness raising sessions will be carried out with all waste employees, followed by tool box talks on ensuring employees are familiar with steering and breaking systems in vehicles.
The Council shall seek to identify routes between refuse collection points which minimise the number of people who would be at risk should control be lost of a vehicle. The presence of exceptional numbers of pedestrians should be considered in route risk assessments.	There are existing measures in place to ensure that refuse collection routes avoid pedestrian and congestion risks of particular premises such as schools during peak times. Refuse collection vehicles do not service Town Centres during events. The Council is seeking to introduce refuse collection time windows to Paisley Town Centre. A consultation has been prepared for local businesses in relation to proposed times for waste presentation.

#### 4.7 An action plan has been attached as Appendix 1 to this document listing the findings of the Sheriff, recommended actions and responsible officers. The action plan covers the following key areas for consideration:-

- Vehicle specification
- Human resources
- Operations
- Procurement

4.8 Further actions being considered by the Council which are not specifically noted in the determinations is as follows:

- Review Fleet and Driver Risk Policy with a view to making the document a corporate policy document which is cascaded to all occupational drivers and management to reduce corporate risk of this activity.
  - Council contracts and framework agreements for temporary and agency staff will be revised to ensure that any drivers recruited comply with the same due diligence as the Council's employees.
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### Implications of the Report

1. **Financial** – Financial Implications will result from increased vehicle specifications when procuring new heavy vehicles. There will be increased costs from fees and charges which will arise in relation to recruitment and other HR / employee processes/increased GP and OHS referrals. Further additional costs may arise due to increased tender/service costs to suppliers due to the above additions to contracts.
2. **HR & Organisational Development** – in the development of the action plan the task group have considered current recruitment and employment processes and employee training in relation to the recommendations arising from the Fatal Accident Inquiry.
3. **Community Planning** – none
4. **Legal** – note that future legislative changes may result, following the recommendations of the Fatal Accident Inquiry.
5. **Property/Assets** – none.
6. **Information Technology** – none.

7. **Equality & Human Rights** – in the development of the action plan the task group will consider current health & safety processes and requirements (public, employee and vehicle related) in relation to the recommendations arising from the Fatal Accident Inquiry.
8. **Health & Safety** – This report supports and demonstrates the council's commitment to ensuring effective health and safety management.
9. **Procurement** – in the development of the action plan that task group will consider the specifications of vehicles in relation to the recommendations arising from the Fatal Accident Inquiry.
10. **Risk** – In the development of the action plan the task group have considered risks and any potential additions to the Council's Risk Management Plan. In the development of the action plan, the task group will identify and consider any associated risks and ensure these are included within relevant risk registers, for appropriate management and monitoring.
11. **Privacy Impact** – none.

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**Authors**      Shona MacDougall, Director of Community Resources  
                     Alan Russell, Director of Finance & Resources



Glasgow Bin Lorry Crash FAI Findings – (Draft) Action Plan				
Findings	Recommended Actions	Status	Responsible Officer	
1	Local Authorities and any other organisations which collect refuse, when sourcing and purchasing refuse collection vehicles which are large goods vehicles, <b>should seek to have autonomous emergency braking system (AEBS) fitted to those vehicles wherever it is reasonably practicable to do so.</b>	<p>AEBS is fitted as standard on all large vehicles after October 2015. Refuse collection vehicles are exempt from this as they are deemed as a specialised vehicle. All new refuse collection vehicles will have enhanced specifications determined at tender stage to include AEBS. All large Council vehicles will be fitted with AEBS as they are replaced due to the legislative change in safety features.</p> <p>AEBS Technology- Discussions have taken place with vehicle manufacturers and they have advised that this type of technology is very much a work in progress and it is recommended that this matter is researched further before a decision is taken on whether the vehicle replacement programme for refuse collection vehicles should be accelerated.</p> <p>Better technology will become available as demand and competition amongst manufacturers and suppliers increases.</p>	Vehicle Maintenance and Fleet Manager	Ongoing
2	<p>FAI Recommendation 5.6</p> <p>Local Authorities and any other organisations which collect refuse and which currently have large goods vehicles without AEBS but to which AEBS could be retrofitted, <b>should explore the possibility of retrofitting with the respective manufacturer.</b></p> <p>FAI Recommendation 5.7</p>	<p>The Council's Current manufacturer is advising that this is not possible as our existing refuse collection vehicles are Euro 5 compliant and new vehicles are Euro 6 compliant. The different vehicle types have non- compatible wiring systems.</p> <p><i>During the FAI the Department of Transport offered the view that "Due to the complexity of these systems they are not suitable for retrofitting to vehicles and are only installed at the time of manufacture."</i></p>	Vehicle Maintenance and Fleet Manager	Closed

Glasgow Bin Lorry Crash FAI Findings – (Draft) Action Plan				
Findings	Recommended Actions	Status	Responsible Officer	
<p>3</p> <p>Sheriff Beckett stated in the future a type of pedestrian protection sensor, which is available on some cars, could provide a more reliable protection than AEBS alone. <b>He also intimated that some form of "facial recognition" technology could be integrated with AEBS at some stage in the future.</b></p> <p><u>Not a recommendation</u></p>	<p>Transport Manager has spoken to vehicle suppliers and has been advised that technology has not sufficiently evolved to be fitted to RCV's. The Transport Manager will continue to look at any advances in technology and will include this or any other subsequent safety features deemed appropriate in future vehicle specifications.</p> <p><i>Specialist technical advice provided to the FAI confirmed that it would be technically possible to combine facial recognition technology with AEBS so as to bring a vehicle with an unconscious driver to a halt. The specialist also confirmed that this was for the future.</i></p>	Ongoing	Vehicle Maintenance and Fleet Manager	
<u>Human Resources</u>				
<p>4</p> <p>When a doctor is advising an organisation employing a driver as to that driver's fitness to drive following a medical incident whilst driving, that organisation should provide all available information about the incident to the doctor and the doctor should insist on having it prior to giving advice to the organisation and the driver.</p> <p>FAI Recommendation 5.2</p>	<p>If an incident is reported to Renfrewshire Council the employee would be referred to our Occupational Health Service who would be required to seek further advice from the employee's own GP and if applicable the employee should notify DVLA. This has been agreed with our current occupational health service providers.</p> <p>If a driver did fail the medical the Council would offer the employee support through the supporting attendance framework and through the employees own GP. The Council would also be required to suspend an employee from driving duties until medical clarification had been received in relation to fitness to drive.</p> <p>If the employee remained unfit to return to driving then redeployment would be considered.</p>	Action Completed	Principle HR Adviser	

Glasgow Bin Lorry Crash FAI Findings – (Draft) Action Plan			
Findings	Recommended Actions	Status	Responsible Officer
5 The Council ( <u>Glasgow</u> ) should not allow employment of a driver to start before references have been received.  FAI Recommendation 5.3  Councils and other operators of large vehicles should put in place systems to make sure drivers are fit to drive on appointment, and that they remain so for the duration of their employment.  <u>Not</u> a recommendation	<p>Current practice is that employees are not allowed to commence employment until references have been received and this would also include any clarification as to any medical issues that would impact on fitness to drive.</p> <p>The recruitment procedure has been amended to ensure that any new starts have medical confirmation from their GP about fitness to drive. Job specific questionnaires are now given to potential candidates. These include two additional questions that have been added to the form are-</p> <p>(1) Please advise on medical conditions/symptoms which are either confirmed or under investigation which will prevent the patient from driving a vehicle for Renfrewshire Council LGV and PCV.</p> <p>(2) Please advise if you are aware on any condition or incident that you have advised your patient to declare to the DVLA.</p> <p>An initial face to face medical will be undertaken with all PSV and LGV drivers.</p>	<p>Action Completed</p> <p>Action Completed</p>	Principle HR Adviser
The Council (Glasgow) should carry out an internal review of its employment processes with a view to ascertaining potential areas for improvement in relation to checking medical and sickness absence information provided by applicants, for example by having focussed health	<p>In addition a medical questionnaire going to applicant's doctors to access relevant GP notes. It is recommended that an annual medical is undertaken for PSV and LGV drivers to ensure that where possible drivers remain fit to drive.</p>	Medicals scheduled to be completed by the end of May 2016	

Glasgow Bin Lorry Crash FAI Findings – (Draft) Action Plan				
Findings	Recommended Actions	Status	Responsible Officer	
<p>questions within reference requests for drivers and obtaining medical reports in relation to health related driving issues from applicants' GPs. From the age of 45, a group 2 licence only has to be renewed every five years and much could change in a driver's state of health in that time. Annual medicals should be considered.</p> <p><u>Not a recommendation</u></p>	<p><b>Cost of additional medicals estimated at £18,000 per annum. (approximately 300 drivers employed at present). Average cost per medical £60.</b></p>			
<p>6</p> <p>The Council (Glasgow) should provide its refuse collection operators with some basic training to familiarise them with the steering and braking mechanisms of the vehicles in which they work.</p> <p>FAI recommendation 5.5</p>	<p>There are ongoing discussions with FTA and our vehicle manufacturer to determine the safest and most suitable form of training appropriate for employees which continues to reduce risk. Tool box talks will be undertaken with all waste employees giving detail of the incident and to discuss what could have prevented the accident.</p>	<p>Planning and training will be completed by June 2016</p>	<p>Vehicle Maintenance and Fleet Manager</p>	
<p>Glasgow City Council should seek to identify routes between refuse collection points which, so far as is reasonably practicable, minimise the number of people who would be at risk should control be lost of a refuse collection lorry.</p> <p>FAI recommendation 5.8</p>	<p>There are measures in place to ensure that refuse collection routes avoid pedestrian and congestion risks of particular premises such as schools during peak times. Refuse collection vehicles do not service Town Centres during events.</p> <p>The Council is seeking to introduce refuse collection time windows to Paisley Town Centre.</p>	<p>Action Completed</p> <p>Planning is underway completion by July 2016</p>	<p>Amenity Services Manager (Waste)</p>	

Glasgow Bin Lorry Crash FAI Findings – (Draft) Action Plan				
Findings	Recommended Actions	Status	Responsible Officer	
<p>The potential for the presence of exceptional numbers of pedestrians at particular times should be taken account of as part of route risk assessment in refuse collection.</p> <p>FAI recommendation 5.9</p>	<p>There are measures in place to ensure that refuse collection routes avoid pedestrian and congestion risks of particular premises such as schools during peak times. Refuse collection vehicles do not service Town Centres during events.</p>	Action Completed		
<u>Procurement</u>				
<p><b>7</b></p> <p>Enforce that agency staff and service providers to comply with the same rigorous medical checks and provide transport with equivalent safety measures.</p> <p>Additional measure being considered by the Council</p>	<p>Tenders and framework agreements for agency staff will be amended to include the same medical checks and assurances that the Council use to ensure drivers are fit and remain fit to drive.</p>	Work has commenced. To be completed by May 2016	Procurement Specialist	
<u>Affecting Local Health Partnerships – Legislative and Non Legislative</u>				
<p><b>8</b></p> <p>Occupational Health Doctors acting on behalf of employers may choose to seek independent confirmation from the applicant's GPs of the accuracy of what an applicant for a drivers post (LGV) tells them. This would increase the burden on GPs and might involve duplication, so a better system should be developed.</p>	<p>Assess the impact of this on local GP's.</p>	CHP to advise	Community Health Partnership	

Glasgow Bin Lorry Crash FAI Findings – (Draft) Action Plan				
	Findings	Recommended Actions	Status	Responsible Officer
9	Doctors generally should make sure medical notes are kept in a way which maximises their ability to identify repeated episodes of loss of consciousness in the case of patients who are drivers.	Assess the impact of this on local GP's.	CHP to advise	Community Health Partnership
10	When a doctor is advising an organisation employing a driver as to that driver's fitness to drive following a medical incident while driving, that organisation should provide all available information about the incident to the doctor and the doctor should insist on having it prior to giving advice to the organisation and the driver.	Assess the impact of this on local GP's.	CHP to advise	Community Health Partnership

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**To:** Leadership Board

**On:** 29 March 2016

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**Report by:** Chief Executive

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**Heading:** Better Council Change Programme

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**1. Summary**

- 1.1 This report seeks to provide an update to the Board with regards the position of projects within the Better Council Change Programme, particularly the Phase 2 projects to implement a new Enterprise Resource Planning (ERP) system and a new Customer Portal.

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**2. Recommendations**

- 2.1 Note the progress with regards the Customer Portal and Council Website implementation as outlined at sections 3 and 4 in the report.
- 2.2 Note the progress with regards the implementation of an ERP system.
- 2.3 Agree, within the parameters of the financial resources that have currently been approved by the Council, to the re-shaping of the funding available to support the delivery of the ERP project as outlined in section 5.7.
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### 3. **Customer Portal**

- 3.1 A significant component of the BCCP is the development and implementation of an on line Customer portal. The portal facility will maintain and enhance the delivery of services provided to customers through the introduction of transactional online customer access channels. This will be focused primarily upon those services which create high volume customer contact, in order to maximise the benefits to the public whilst supporting the delivery of future efficiency savings. As reported and approved by the Leadership Board in September 2015, it was recognised that the implementation of a full customer portal solution that supports self service and automation of processes was a pre-requisite to open up the potential to secure substantial process efficiencies and associated savings whilst improving the service to customers.
- 3.2 The procurement of a customer portal solution was progressed in the autumn with the supplier appointed at the start of November 2015. Following this, a rapid deployment of the solution has been effectively managed resulting in the launch, to the public, of the My Account customer portal on 10<sup>th</sup> March. Board members will note that as referenced in the update to the Board in September 2015, in order to access the portal features customers are required to create a secure account using the mygovscot 'myaccount' service provided by the Scottish Government. This provides a free secure service to authenticate customers, an essential component of delivering secure online services.
- 3.3 The main focus of the first phase of the project has been the Council Tax service with the annual council tax billing exercise utilised as a means of communicating benefits of the new service to customers. Council Tax customers now have the choice to transact digitally with the Council as they are now able to link to their council tax accounts in order to view account balances and information. There are also a number of online forms related to the council tax service as noted below:
- apply for a discount or exemption
  - change of address
  - request a direct debit mandate be set up
- 3.4 The launch of this service is a significant step for the Council as it means that the Council now has the capability to provide a wider range of digital services, delivering 21<sup>st</sup> century services for Renfrewshire's



citizens. Over the coming months customers will be encouraged to sign up for the new My Account service as a way of saving them time while reducing contact costs for Council. Plans are in place to track customer uptake of the new service, measure the impact and realise the benefits of the online customer portal.

- 3.5 The project has now transitioned successfully from the initial implementation and go-live phase and over the next year will focus on providing further online services to customers. The immediate priorities for extending the scope of service provision will include benefits, housing rents and housing repairs with future phases expected to implement digital solutions for environmental reports and services such as reporting missed bins.

#### **4. Council Website**

- 4.1 The Board will also wish to note that Thursday the 10th March 2016 also saw the go live of the Council's new website on a live test basis. This phase, known as beta testing provides customers with access to a test site linked to the existing main site which offers customers an opportunity to provide the Council with valuable feedback while the site is still undergoing final development in advance of full go live.

- 4.2 Similar to the customer portal, a rapid deployment of the solution has been undertaken since October 2015 aimed at redesigning the structure and content of the Council's website to make it more appealing to customers wishing to use web services as a means of interacting with the council. It is anticipated that the 31st March 2016 will see the Beta site replacing the current site entirely. During the live test phase content will continue to be added to the site and adjustments made based on customer feedback in relation to accessibility of information on the website and the content available.

#### **5. Enterprise Resource Planning (ERP)**

- 5.1 The need to replace the Council's current disparate ICT systems in relation to finance, HR, payroll and procurement has previously been agreed by the Board with a view to automating and streamlining many administrative processes resulting in more timely and accurate management information and providing the foundation to deliver future cost savings as part of the Council's corporate support model arrangements.
- 5.2 A business case based on soft market testing was presented previously to the Board for approval. The business case identified that there are significant costs associated with the current finance, procurement and

HR/payroll processes; and that the replacement of the current systems with an integrated ERP system could generate efficiencies in excess of £2m per annum over a 3-5 year period, with one-off implementation costs being in the order of £4m.

- 5.3 Since the approval to proceed to procure an ERP system was granted in September 2015, an intensive period of specification development followed by an open tender process was undertaken. The cut-off for tenders to be received was 6 January 2016 and in the intervening period a further intense period of evaluation involving officers from a wide range of council services has been ongoing.
- 5.4 The specification for the system is based on a “Software as a Service” model in line with the Council’s agreed ICT strategy. As confirmed by suppliers who submitted tenders for the project, this approach will support the targeted implementation period of 12-16 months, as previously detailed to the Board. It is however recognised that a project on this scale remains highly complex, and risks in implementing a system of this scale will require careful and appropriate monitoring and management by both the Council and the chosen supplier; with robust project governance and controls being established to support the project delivery.
- 5.5 A critical element in the success of the project will be the availability of in-house expertise and capacity which compliments that of the supplier, and allows the supplier to work efficiently in terms of:-
- Configuring the system to meet the Council’s requirements - an underlying design principle of the project is to support the delivery of the product offered by the supplier with appropriate configuration to meet the Council’s needs and which is likely to require the Council to adapt to the best practice processes built in to the system and by necessity not involve heavy customisation of the product;
  - Ensuring the Council’s data is in the best possible condition to migrate to the new system, and
  - Allowing for robust testing and adequate training of all system users. The specification development, procurement and evaluation process has provided an excellent opportunity for the Council to test this capacity.
- 5.6 The open tender process has allowed the business case to be updated based on the most economically advantageous tender return received

through the procurement process. The revised business case, confirms that significant savings can be achieved from more efficient processes that will be supported by the new system.

5.7 At the same time, and through detailed evaluation of tenders received, the costs to deliver the project over the full system lifetime have been re-assessed and updated. It is now clarified that based on the Council's requirements, and in order to secure an appropriate degree of project confidence to manage the risks associated with the implementation phase, additional up-front resource is required to deliver the project. The revised business case suggests that a prudent cost estimate which incorporates both supplier costs and in-house team costs would be £5m as opposed to the upper estimate of £4m previously detailed in the outline business case. However, at the same time, it has been confirmed that the ongoing annual costs of providing and maintaining the system will be materially lower than that assumed in the outline business case. Taking account of the revised total cost of the solution over the business case lifespan, the overall business case remains strong. The payback of the up-front implementation costs rises slightly from just under 4 years to marginally in excess of 4 years; with efficiencies in excess of £2m per annum still being assessed as deliverable within the 3-5 year period previously advised and which will form a key part of delivering savings to support future budgets of the Council over the medium term. In this context, it is proposed to re-shape the availability of funding to support the delivery of project from the existing approved capital and revenue resources. This will be achieved through redirecting the revenue resources that will be released through lower revenue costs to support prudential borrowing to boost the funding available to meet the re-sized up-front delivery costs.

5.8 Subject to approval to re-shape the project funding from within approved resources, it is intended that a supplier is appointed by early April with implementation commencing immediately, with the initial phases of work focusing on data cleansing and readiness for the new system. The initial stages of this activity are underway with the in-house team also being identified and released for the implementation period. Significant effort will also be required to communicate the changes – both process and cultural - the new system will enable and again this work has already commenced. Progress with regards the implementation will be managed by the project board and reported regularly to the Better Council Programme Board over the course of the project.

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## Implications of the Report

1. **Financial** – as outlined in the report. Both the ERP system and customer portal are important in terms of delivering efficient and effective corporate support services and are key in delivering a sustainable financial future.
2. **HR & Organisational Development** – the new ERP system will enable significant cultural and organisational change and development as outlined in the OD strategy.
3. **Community Planning** – the Better Council Change Programme is a key element of the revised Council Plan 2016-2017, and the projects outlined will support the Council's vision of being a
4. **Legal** – *n/a*
5. **Property/Assets** – *n/a*
6. **Information Technology** – both projects outlined have an impact on the current operational delivery of ICT and the service has been fully involved in planning and delivering the new systems.
7. **Equality & Human Rights**
  - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – *n/a*
9. **Procurement** – both systems have been procured in accordance with the relevant EU legislation and contract standing orders.

10. **Risk** – there are risks to the organisation in replacing core ICT systems with an ERP solution which will be managed through good project management and robust project governance.
  11. **Privacy Impact** – *n/a*
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**Author:** Alan Russell, Director of Finance & Resource



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**To: Leadership Board**

**On: 29 March 2016**

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**Report by: Chief Executive**

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**Heading: Joint Workforce Plan for Staff working in the Renfrewshire Health and Social Care partnership**

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## **1. Summary**

- 1.1. The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for formal integration of health and social care services from 1 April 2016, and has significant implications for the future financial and operational governance and delivery arrangements for local services for adult health and social care, and children's health services.
- 1.2. Although services will be delegated to the Renfrewshire Integration Joint Board on 1 April 2016, the staff involved in delivering the services will remain employees of the Health Board or of the Council, working in integrated arrangements as the Renfrewshire Health and Social Care Partnership, but under their existing terms and conditions of employment and associated corporate policies of their employing organisation.
- 1.3. In compliance with the legislation and as set out in the Integration Scheme, the Council and the Health Board have drafted a joint workforce plan to evidence their joint to ensuring that their staff involved in health and social care service delivery have the necessary training, skills, knowledge and learning to provide the people of Renfrewshire with the highest quality services, and to maintaining positive relationships with the recognised Trades unions and professional organisations.
- 1.4. The joint workforce plan, attached at Appendix 1 for consideration and approval by elected members, sets out how the Council and the Health Board will work together and with the Chief Officer and staff to take forward plans consistent with their wider workforce plans for:
  - Workforce planning and development

- Organisational development
- Learning and development of staff
- Engagement of staff in developing a healthy organisational culture

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## 2. Recommendations

Members are asked to:

- 2.1. Approve the joint workforce plan for staff working in the Health and Social Care Partnership attached to this report.

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## Implications of this report

1. **Financial Implications** - none
2. **HR and Organisational Development Implications** – the Joint Workforce plan demonstrates the continued joint commitment of the Council and the Health Board to supporting staff working in the Renfrewshire Health and Social Care Partnership
3. **Community Plan/Council Plan Implications** – none
4. **Legal Implications** – the joint workforce plan has been developed in line with legislative requirements and commitments made in the Integration Scheme.
5. **Property/Assets Implications** – none.
6. **Information Technology Implications** – none
7. **Equality and Human Rights Implications**  
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety Implications** - none.
9. **Procurement Implications** – none
10. **Risk Implications** – the review supports effective workforce planning and seeks to mitigate associated potential risks
11. **Privacy Impact** - none



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## List of Background Papers

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## Parent Organisation Workforce Plan

### Renfrewshire Health and Social Care Partnership

#### 1 Introduction

1.1 The Public Bodies (Joint Working) (Scotland) Act 2014 puts in place the framework for formal integration of health and social care services from 1 April 2016, and has significant implications for the future financial and operational governance and delivery arrangements for local services for adult health and social care, and children's health services.

1.2 Although services will be delegated to the Renfrewshire Integration Joint Board on 1 April 2016, the staff involved in delivering the services will remain employees of the Health Board or of the Council, working in integrated arrangements as the Renfrewshire Health and Social Care Partnership, but under their existing terms and conditions of employment and associated corporate policies of their employing organisation.

1.3 The Council and the Health Board are committed to ensuring that their staff involved in health and social care service delivery have the necessary training, skills, knowledge and learning to provide the people of Renfrewshire with the highest quality services, and to maintaining positive relationships with the recognised Trades unions and professional organisations.

1.4 The Council and the Health Board will work together and with the Chief Officer and staff to take forward plans consistent with their wider workforce plans for:

- Workforce planning and development
- Organisational development
- Learning and development of staff, and
- Engagement of staff in developing a healthy organisational culture

1.5 The success of the Renfrewshire Health and Social Care Partnership will be measured against the nine nationally agreed health and well being outcomes:

1. People are able to look after and improve their own health and wellbeing and live in good health for longer
2. People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and Social care service contribute to reducing health inequalities
6. People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and well-being.
7. People who use health and social care services are safe from harm
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
9. Resources are used effectively and efficiently in the provision of health and social care services.

1.6 This Workforce Plan sets out our priorities for organisational development and workforce planning to support the Renfrewshire Health and Social Care Partnership to perform well against the national outcomes.

## **2 Workforce Planning and Development**

2.1 The changing demographics and the anticipated increase in demand for health and social care services means there is a need to increase focus on how we are targeting vital resources to where there is the greatest need.

2.2 A strong workforce planning approach is required along with informative data about our workforce and service users. Analysing the both internal and external factors influencing future service delivery will help us to understand and plan to meet future service demands against a backdrop of financial challenges. Improving the way in which we consider different ways to deliver services will assist us to strengthen our position and ability to respond to change quickly and deliver on key priorities.

2.3 Leaders and managers need the skills and competence to be able to plan for tomorrow's workforce. Providing them with the knowledge, capacity and tools to effectively analyse, monitor and manage workforce performance will ensure that performance is maximised and directly aligned to achieving positive service outcomes. Managers will be able to plan effectively to take account of the factors, both internal and external, which impact on immediate, short, medium and long term demand for health and social care services. A well developed and embedded workforce planning approach for those staff members working in health and social care will support the introduction of succession planning, including the recruitment and retention of key talent.

2.4 Key priorities for supporting action are:

- Develop a workforce planning strategy incorporating development to increase the knowledge and skills in the context of managing workforce capability.
- Establish highly effective workforce planning approaches ensuring the right people, with the right skills are in the right jobs at the right time to deliver the highest quality services to the Renfrewshire Community..
- Establish and maintain a sustainable and integrated workforce.
- Deploy resources to where there is the greatest need.

## **3.0 Organisational Development**

3.1 In Renfrewshire, we have many years of experience and a proven track record of successful partnership and joint team working across health and social care organisational boundaries, through the former Community Health and Care Partnership. We will build on this strong foundation to ensure:

- Services are developed and delivered more innovatively and effectively; bringing together those who provide community based health and social care.
- Services are designed and shaped to meet local needs and priorities.

- Integration of health and social care services, both within the community and with specialist services, underpinned by service redesign, clinical and care networks and by appropriate contractual, financial and planning mechanisms.
- Health improvement activity is focussed in local communities, tackles inequalities and promotes policies that address poverty and deprivation by working within community planning frameworks.
- Involvement of, and partnership with staff, trade unions and professional bodies, including those staff who are contracted to the NHS, as well as those who are directly employed by the NHS and the Local Authority.
- Secure effective public, patient and carer involvement by building on existing, and developing, mechanisms.

- 3.2 This will require our workforce and integrated business to develop new operating models and better ways of working together to deliver our vision underpinned by strong leadership, evolving management arrangements, robust system, processes, and strong relationships.
- 3.3 This plan will help to ensure that in a climate of financial and future resource constraints, we can continue to deliver our core business whilst supporting sustained organisational change aimed at improving health and social care and reducing inequalities in Renfrewshire with a skilled, engaged, motivated and adaptive workforce.
- 3.4 Our future leaders will have the capacity, confidence and skills to develop and support the workforce to improve service delivery, quality and performance linked to clear service and nationally agreed outcomes. Our workforce will clearly understand what their role is, where it contributes to this plan, what support is available from us to help them deliver and perform to the standards required.
- 3.5 The plan will help us to focus our resources on providing a range of support solutions that will help the workforce through the challenging period of change and help to build further on what is believed to be a healthy organisational culture of sustainable performance and continuous improvement. In addition the plan will support us to address key priority areas around managing and developing workforce performance in line with clear established organisational values and behaviours; it will help us to implement targeted diverse learning and development across our integrated workforce delivering highly effective workforce planning aligned to our service improvement and business outcomes.
- 3.6 Key priorities for action are:

- Have in place modern, sustainable, fit for purpose and flexible service structures.
- Design and deliver a programme to develop workforce capacity and capability in the areas of: people management, change management, resilience, and sustainable service improvement and performance (in context of business acumen and awareness) of how external commercial factors influence the way that we deliver future services.
- Improve engagement with the workforce on areas of business and service change, staff practice, governance, personal development, promoting health and well-being and culture and behaviours.
- Create integrated flexible high performing and motivated teams.

## 4 Learning and development of staff

- 4.1 We are committed to ensuring our integrated workforce have the necessary on the job learning and development and associated skills to provide the people of Renfrewshire with the highest possible customer services. Our blended approach to learning and development will be targeted and can demonstrate clear benefits and value for money. This will ensure we are deploying our resources to where the greatest need is and will help to maximise the full potential and performance of our workforce. The workforce will be developed to become an adaptable, resilient and high performing workforce able to deliver sustainable continuous improvement to the communities of Renfrewshire.
- 4.2 Through an appraisal process, underpinned by core values, behaviours and competencies, we will support the workforce in professional development. We will encourage self development and support career aspirations. We will celebrate success and support performance improvement. Achieving a high performing flexible workforce requires us to engage with the workforce through this process to ascertain what skills and abilities they have and how they contribute to our strategic plans.
- 4.3 Through our workforce planning approach, we will up-skill our workforce to think differently and work flexibly rather than working in silo's, positively embracing the integration of health and social care services. As service delivery changes, new roles are likely to emerge that use the skill mix of the existing workforce in different ways. Some of the workforce may also need to develop new skills and adapt to different ways of working across traditional boundaries, which will help them to understand the roles of colleagues in other sectors. We are positively committed to engaging with the relevant sections of the workforce and their representatives in all service change.
- 4.4 The workforce will fully understand that the integration of health and social care does not mean there is a change of employer. The workforce involved in the integration will remain either employed by NHS Greater Glasgow and Clyde or Renfrewshire Council and their existing terms and conditions of employment protected.
- 4.5 Key priorities for action are:

- Support the workforce to maximise their continuous professional development (CPD) incorporating where appropriate professional development, national regulatory and registration requirements.
- Develop a definition of values and behaviours for our integrated workforce that will influence our culture and commitment to delivering excellence.
- Embed an approach to reviewing how we design and deliver learning and development aligned to the needs of service users including activity to support the integration and workplace change, with staff clear on their role in protecting vulnerable adults and children.
- Align learning and development activities to strengthen the overall approach to managing.
- Continue to support approaches to development through areas such as volunteering.
- Develop, implement and continually monitor our approach to support the workforce to understand their role and objectives.
- Develop and implement an approach to talent management and success.
- Facilitate a process which allows the workforce to participate in an annual performance, development and review discussion.

## **5 Engagement of staff and development of a healthy organisational culture**

- 5.1 Engagement with the workforce is key in helping us meet a range of current challenges, particularly as we progress the integration of health and social care. Involving the workforce and their representatives through local support networks in decisions and communicating clearly with them will help with workforce morale and employer relations, especially during periods of change and uncertainty.
- 5.2 Developing and embedding a healthy organisational culture is key to the success of the integration. Our workforce represents the face of the health and social care integration, and as such their approach to service delivery and customer service reflects our core values and expected behaviours. A healthy organisational culture in which our values are embedded in everything we do, will support an engaged and empowered workforce. We want our future culture to reflect the behaviours and competence that we expect our leaders, managers and workforce to have and to display at all times.
- 5.3 Our vision for integration requires our workforce to change their professional habits, think, work and interact differently with our communities and adopt new ways of working and technologies to improve service delivery. This means embracing the integration of services and new delivery models opportunities. Achieving our aim of becoming a high performing workforce will require the right cultures and behaviours from our engaged workforce to be embedded in the day to day business.
- 5.4 An important component of building a healthy workplace culture is creating the conditions in which the workforce can grow and flourish. Taking steps to begin building a thriving workplace culture will benefit the wellbeing of the workforce. We understand that wellbeing is more likely to thrive and a positive culture developed when the workforce;
1. Has meaningful work which is understood.
  2. Has an understanding of how their work contributes to the integrations strategic objectives and;
  3. Feel valued for everything they contribute to and not just for their ability to complete tasks.
- 5.5 Achieving a workplace with a positive and healthy culture is the responsibility of everyone in the integrated services. This is not a quick process and will take time but building a healthy workplace culture is where the workforce will:
- Place the individual at the centre.
  - Strive to always improve practice and performance.
  - Challenge practice and welcome scrutiny.
  - Has access to visible management support.
  - Feel engaged with and recognised for the work they do.
  - Enjoy a positive working environment which encourages respect, fosters a sense of belonging and purpose and allows the workforce to fully use their talents.
  - Feel secure and enjoy and a safe supportive work environment.
  - Be assured that psychological well-being is protected.
  - Have the ability to influence their work and become involved in decision making.
  - Be given opportunities for personal and professional growth.

5.6 Key priorities for action are:

- Adopt an integrated approach to staff engagement with the workforce in support of the organisational culture.
- Commitment to continuous service improvement.
- Support a robust professional clinical and care governance framework.
- Promote awareness of the health and social care strategic plan and the role the integrated workforce has to support this.
- Engage with the workforce on improving health and social care services via the Participation, Communication and Engagement strategy.
- Continuation of the Quality, Care and Professional Governance Framework allowing the workforce to safely challenge standards of care

5.7 It is recognised that the success of this plan is dependent on a combination of working arrangements operating within the Integrated Joint Board and across partner agencies. The plan therefore should be considered a working document that shall evolve over time to reflect strategic developments, responsiveness to local needs and availability of resources.

5.8 An implementation plan to achieve the key priorities for action will be developed over the first quarter of 2016/17 as part of a three year planned programme consistent and in alignment with the Health Board and the Council workforce plans.