



To: Leadership board

On: 19th February 2020

Report by: The Chief Executive and Director of Finance & Resources

**Heading: Right for Renfrewshire – Change & Transformation Programme
2020/21 – 2022/23**

1. Key Messages

- 1.1 In June and September 2019 previous reports to the Board updated members on the Council's anticipated financial outlook over the period 2020 – 2023 and the work progressed to prepare for the next phase of the Council's change and transformation programme, "Right for Renfrewshire" (RforR). This represents the fourth phase of what has become a long term programme, with major change and transformation being consolidated as a permanent and recurring feature of the Council's strategic agenda.
- 1.2 This report provides members with an update on the proposed changes emerging from the tranche 1 service redesign exercises completed to date. RforR represents a strategic programme, that is key to supporting both the Council's medium term financial strategy but also the strategic objective to modernise and ensure services across the Council remain sustainable and best placed to meet the most important objectives of the Council and Renfrewshire's citizens.
- 1.3 In this context members should note that in parallel to the proposed implementation programme for the tranche 1 service redesigns, work will commence over the first half of 2020 to scope the next tranche of the programme. In this regard, as part of future reporting on progress in relation to the programme, confirmation of the tranche 2 service redesign areas will be brought forward for members consideration and approval over the course of the first half of 2020. This will ensure the required degree of momentum and pace is maintained to develop the next tranche change, transformation and related savings that will be critical to supporting the 2021/22 - 23 financial planning process.

- 1.4 For financial planning purposes, the Council has been progressing on the basis of a central financial planning scenario with an estimated budget gap of approximately £45 million to be addressed over the three year period 2020 – 2023. As outlined in more detail in the report, little has changed over recent months to fundamentally alter this broad outlook with shorter term uncertainty heightened in the context of the delays to national budget setting timetables at both a UK and Scottish level, with the Scottish Government's initial draft budget and local government settlement for 2020/21 only recently published on the 6th February.
- 1.5 As noted in previous reports to the Board, over the course of the second half of 2019, the Corporate Management Team has undertaken a significant amount of work to take forward a series of structured service redesign processes across a range of areas of the Council's existing service arrangements as part of tranche 1 of the new RforR programme. These redesign exercises are framed around functional service groupings and therefore cut across existing service structures and deploy a standardised approach and methodology, creating consistency in both approach and deliverable outputs from each exercise.
- 1.6 Outlined in the main body of this report are the key recommendations for change and transformation emerging from the tranche 1 reviews. As reported previously to members, the 2020/21 – 23 financial planning arrangements include a provision for £25 million of net savings arising from the RforR programme and that the release of these savings will commence as part of the 2020/21 budget. The implementation arrangements for the tranche 1 redesign exercises will, subject to member's consideration and approval, commence immediately in order to support the financial strategy, facilitating the release of £3.469 million of savings as part of the 2020/21 budget with a further £2.294 million in 2021/22.
- 1.7 As part of delivering the implementation of the tranche 1 redesigns, the process of adapting the size and composition of the Council's workforce over the medium term will commence. Members will be aware that over the final quarter of 2019, work has been progressed to seek formal expressions of interest in voluntary severance for sections of the workforce considered to be within the scope of the tranche 1 service redesigns in order to support delivery of the process of change and transformation.
- 1.8 Over 2,600 letters have been issued to employees of which 580 expressed an initial interest in the scheme. Of the 580 expressions of interest, 362 employees have so far confirmed on receipt of information from the voluntary severance arrangements a willingness to voluntarily leave the Council's employment. A further 150 employees wish to remain in service and the remaining 68 are currently outstanding.
- 1.9 Work completed by Directors to date indicates a net reduction of around 130 full time equivalent posts across the service designs which would be facilitated predominantly through the release of employees under voluntary severance if the report's proposals are approved and move forward through the implementation process. It is expected that these numbers will be refined in the coming weeks and the actual pattern of release will extend over the course of 2020/21 to coincide with the implementation programme. This will ensure a structured and well managed release programme aligned to the process of change and transformation, mitigating the risk of service disruption.

2. Recommendations

2.1 It is recommended that the Board:

- i. Note the latest update on the Right for Renfrewshire Programme and financial outlook for 2020 – 2023 as outlined in the report.
- ii. Note the progress achieved in relation to those service redesigns that constitute tranche 1 of the programme and agree to implement the range of associated proposals for change and transformation as outlined in detail in sections 4 – 12 of the report.
- iii. Agree that as part of the implementation of the proposals, authority is delegated to the Chief Executive to take forward the arrangements for the voluntary release of employees over the course of 2020/21 the change and transformation process.
- iv. Note that further reports will be brought to future cycles of the board to provide updates on the progress achieved in relation to the implementation phase of tranche 1 of the programme and specifically in relation to the service areas that will be proposed to constitute tranche 2 which will be critical to supporting the ongoing delivery of the Council's change programme.

3. Background – Right for Renfrewshire

3.1 In June and September 2019 previous reports to the Board updated members on the Council's anticipated financial outlook over the period 2020 – 2023 and the work progressed to prepare the Council to move into the next phase of the Council's change and transformation programme, "Right for Renfrewshire" (RforR). This represents the fourth phase of what has become a long term programme, with major change and transformation being consolidated as a permanent and recurring feature of the Council's strategic agenda.

3.2 For financial planning purposes, the Council has been progressing on the basis of a central financial planning scenario with an estimated forecast budget gap of approximately £45 million to be addressed over the three year period 2020 – 2023. Little has changed over recent months to fundamentally alter this broad medium term outlook of a significant budget gap to be addressed. There has been clear disruption to the normal course of fiscal and economic reporting events triggered by the calling of a UK General Election. The impact of this has undoubtedly heightened short term uncertainty in the context of the delays to national budget setting timetables at both a UK and Scottish level. Indeed, at the time of this report, the 2020/21 budget from the UK Government remains subject to confirmation on 11th March with the Scottish Government draft budget figures for 2020/21 only being very recently released on 6th February, unprecedentedly ahead of the UK budget announcement. The draft financial settlement for the Council from the Scottish Government is still subject to ongoing review to fully understand the figures but early indications suggest a like for like grant cut of 1.1% for 2020/21, broadly in line with Council's financial planning forecasts. It is recognised that these draft figures may be subject to subsequent change as part of stages 2 and 3 of the Scottish Parliamentary process that are expected to progress into early March, and/or as a consequence of any review of the 2020/21 budget that the Scottish Government may carry out subsequent to the UK budget being announced on 11th March.

- 3.3 In this context the prospects for the Council's grant settlement over the medium term remain at this stage subject to some uncertainty. In the lead up to and after the UK General Election, the emerging context at a UK level in relation to public sector budgets was more positive with an expectation of enhanced levels of spending over and above those previously planned and announced by the UK Government, suggesting public finances at a UK level would be moving out of the period of austerity and into one of growth. However, indications and announcements to date from the UK Government suggest most new additional spending pledges will be focused on capital infrastructure investment across the UK (and therefore will not be available to support spending on day to day service provision), along with NHS and Police revenue spending. Such additional spending growth as part of the UK budget on the 11th March, will benefit Scotland under the block grant arrangements with decision making on the use of these resources devolved to the Scottish Government under the fiscal framework arrangements.
- 3.4 Notwithstanding indications of this more positive outlook emerging for the Scottish block settlement from the UK Government, it should be noted that this sits within a wider framework in terms of the overall devolved Scottish Budget. Important context in this regard is the Scottish Government's already well stated policy commitment over this parliamentary period to real terms growth and protection of NHS and Police spending respectively, coupled with the reported £2 billion of medium term fiscal framework reconciliation adjustments that require to be addressed in the Scottish budget due to slower tax growth in Scotland relative to the UK as a whole. These wider considerations may therefore limit the scope for a material improvement emerging in the financial outlook for the local government budget in Scotland.
- 3.5 In addition, it is important for members to note that in terms of the Council's estimated £45 million budget gap to be addressed over the medium term period 2020/21 – 2022/23, this is predominantly driven by cost pressures and demand growth as opposed to the anticipated scale of reduction in government grant provision. In these circumstances as in previous years, it is important that the Council continues to adopt a sustainable medium-term perspective in developing and delivering its financial strategy and budget planning for 2020/21 – 23 and continue to progress with the expectation of the requirement for significant savings over the medium term, notwithstanding the ongoing disruption to national budget setting at both a UK and Scottish Government level.
- 3.6 The financial outlook continues to present a pressing requirement for the Council to achieve at pace sustainable change and transformation to ensure financially sustainable services and savings over the medium term. However, as outlined to members in the September report, this represents only a single dimension and the current strategic case for transformation and change extends beyond the financial context and is significantly driven by a number of other key strategic influences including:
- **Demographic changes** which are already increasing demand and compelling the Council to consider how it designs, specifies and delivers services to meet the changing needs of its residents.
 - The changing expectation of citizens and communities, particularly in the context of **rapid digital transformation as a continuous and permanent feature of our environment** in general and of customer service and service delivery in particular.

- Driving forward key interventions to stimulate **inclusive economic prosperity** and improve outcomes for its communities.
- **Enhancing community engagement, participation and empowerment** where better community engagement and participation leads to the delivery of better, more responsive services and better outcomes for communities.

3.6 As outlined to members previously, in approaching this challenge a number of existing attributes will increasingly characterise and define the Council's future operating state over the medium term. Strengthening these areas is a key focus that underpins the RforR programme ensuring they become significantly stronger features of the Council as it moves forward and transforms through this period:

- The Council will be leaner and more efficient, a digitally leading public sector body, doing the right things well, responsive to citizens changing needs and expectations and which prioritises more limited resources to where it can make the biggest positive impact on peoples' lives across Renfrewshire.
- The Council has a much clearer focus on its core purpose and what it is best placed to deliver, facilitate and enable on behalf of communities, partners, staff and businesses.
- The Council has a much more structured approach to designing services, where there is a clearer basis which underpins the service scope, standards, quality and cost of services that exist.
- The Council is better organised to have more adaptable structures where roles, teams and functions are designed to deliver excellent universal services for all communities whilst focusing our specialist resource on more complex customer needs.
- The Council works better with communities and recognises that the Council's role will be as much about building capacity to allow communities to play a bigger direct part in tackling the issues that affect them the most and where the Council enables communities to reach their potential and understand their needs.
- The Council will develop improved collaborative practice with partners to better achieve common goals for Renfrewshire and collectively invest our energy and resources where they make the most impact
- The Council has a workforce focused on where they will make the biggest impact, where all have opportunities to develop careers along clear pathways and feel motivated and positive about being part of the Council. The Council will be a leader in attracting and retaining talent and staff will be better supported to do their jobs and will be more empowered to innovate and find solutions.

3.7 Over the course of the second half of 2019, the Corporate Management Team has undertaken a significant amount of work to take forward a series of structured service redesign processes across a range of areas of the Council's existing service arrangements as part of tranche 1 of the new RforR programme.

3.8 These redesign exercises are framed around functional service groupings and therefore cut across existing service structures and deploy a standardised approach and methodology, creating consistency in both approach and deliverable outputs from reach exercise. The tranche 1 redesigns have provided an appropriate spread across Council services to avoid the risk of over burdening any specific area of the Council, as well as balancing the first phase across service areas that have generally been less heavily impacted by change over recent years and encapsulates the following redesigns:

- Customer & Transaction Services
- Placeshaping
- Community Development
- Community Protection
- Facilities Management
- Prevention and Early Intervention

3.9 Sections 4 – 12 of the report provides a detailed outline of the key recommendations for change and transformation proposals emerging from the tranche 1 reviews. As reported previously to members, the 2020/21 – 23 financial planning arrangements includes a £25 million saving provision from the RforR programme and that the release of these savings will commence as part of the 2020/21 budget. It is envisaged therefore, that implementation arrangements for the tranche 1 redesign exercises will, subject to members consideration and approval, commence immediately in order to support the financial strategy and establish clear initial momentum in delivering the RforR programme objectives.

4. Customer Transactions

4.1 Service Redesign Scope

The Customer Transactions service design brings together Customer and Business services functions around mediated access to services and transactional (repeatable), universal business services. The service areas within the scope of the service design exercise sit predominantly within the existing Customer and Business services division within Finance and Resources and encompasses: Customer Service Centres; the Customer Contact Centre; School administrative support; Revenues and Financial support; Payroll and Employee Services; Frontline and administration support for Adult Services and Children's Services; and General administrative support to council services. This represents a large service area, with a full time equivalent job population of 680.

4.2 Drivers for Change and Redesign Objectives

The service areas within scope already have a long-established track record of delivering change, transformation and modernisation. This has supported the service over the long term to:

- deliver on a sustainable basis more consistent and reliable services with, in many instances increased access and choice,

- improve performance and deliver services that are more responsive to both internal and external customer needs,
- support the release of sustainable cost efficiencies over a long-term period, and
- support the delivery of income growth and improved income collection performance.

In this context, the Customer Transactions service design is focused primarily on the delivery of existing transformation and modernisation projects, that will seek to accelerate the deployment of new digital capabilities and adoption of underlying service re-design principles.

The overall change will deliver fundamental transformation of existing services that will seek to deliver increasingly streamlined, flexible and enhanced access levels and choice through self-serve digital channels and standardised universal processes across the Council. The change is focused on achieving not just service efficiency; but service improvement for users and increased accuracy in business processes through better system integration and automation. This will be supported by an empowered, customer-focused workforce that will be re-shaped to be increasingly focus on higher skilled roles where current requirements for routine repetitive handling and physical re-keying of information is reduced and phased out through better use of digital and automation technology and staff roles are increasingly focused on decision making, judgement and technical expertise.

4.3 Overview of Key Service Change

The key enablers of the planned service transformation are focused upon the full deployment of existing digital capabilities developed in recent years and as reported to the Leadership Board through previous Better Council Programme updates. In this context, the intended direction of travel in relation to service change is well developed and underpinned by both the successful delivery and implementation of the enabling digital technology and by a range of early proof of concept pilot activity.

Completing this early preparatory work and having delivery of the enabling technology secured, removes a significant element of the risk associated with transformational change of this nature and provides a greater degree of planning confidence in respect to both the roll out plan and securing delivery of the benefits and the associated financial savings. The key programmes proposed for Customer Transactions are outlined below:

- **Advance Automation** – the service has invested in the development of advanced automation capabilities, both in terms of the technology platform as well as a newly trained in-house team equipped with the skills to develop and manage a portfolio of advanced automation routines across high volume, simple, repetitive and rule-based tasks. Over the past 12 months, this project has delivered several successful “proof of concept” automations providing confidence in both the technology and the consequential benefits. A full assessment has been completed to identify the key areas of opportunity and priority across the full processing environment within the service where the deployment of advanced automation is appropriate. A 12-month implementation plan will support the deployment of the automation capability across priority processing activities which currently support the updating of core financial systems and activities linked to the wider income generation and collection activities.

- As well as supporting higher productivity levels, automation processing is 100% accurate and allows the refocusing of staffing resource away from repetitive routine tasks to more complex and higher value activities requiring decision making and judgement roles;
- Business World optimisation - Business World will continue to be optimised from a technology perspective to ensure streamlined, end to end business processes and workflows are available for use across the Council. The transformation will be achieved through a deployment plan implemented to support enhanced self-service capability for employees and managers within all appropriate areas of service across the Council. The deployment and implementation of self-service capability across services will remove a range of existing activities within the corporate centre which are currently focused on handling existing manual information flows and or re-keying information from other systems. This provides a range of significant benefits from process efficiencies to support financial savings but also materially enhancing flexibility and access to information and processes for both employees and managers across the Council;
- Digital First – the digital first programme is focused on accelerating the expansion of the digitisation of services, building on the highly successful platform of work achieved to date in relation to establishing digital capability through the development of the Customer Portal for which over 52,000 members of the public have already signed up and are now using as their digital access to a limited range of services. The service areas that will progress through the Digital First programme will be subject to a full process review to ensure they are optimised and designed around the customer's need and in a manner that will facilitate being provided in digital form from an end to end perspective. Existing access points will remain for customers who do not wish to transact digitally as well as mediated access being available for the customers who will require support to access the digitally enabled service. The focus will initially be on high volume repeat processes that are evident across a wide range of services, seeking to redesign such processes once and use the redesign process often from request to fulfilment, changing the ways of working across services - e.g. apply, book, schedule, pay, recruit. Again, the impact is not only one of more efficient processes for the organisation, but significantly increased flexibility, accessibility and better service being provided to the public through widening the range of services that can be transacted through digital access channels.
- Digital Customer Services – as part of modernising the offering provided through our existing customer engagement channels, it is proposed to extend the level of digital underpinnings to provide increased choice, access and flexibility to our customers. A digital customer services team will be created, securing the ability to provide an interactive customer contact provision through digital channels. In addition, this service will operate over extended hours to that currently provided through existing face to face or telephone contact arrangements increasing the convenience to customers. Customers who prefer to continue contact us by phone, will be initially managed by automated digital technology that will be capable of supporting initial customer engagement and a specified level of routine transactions without the immediate need for a call handler intervention. Only more complex transactions or more complex elements of transactions will require subsequent routing to the appropriate call handler support. Finally, face to face customer contact will transition to an appointment-based system being the norm in Customer Service Centre locations

This will allow customers to pre-book appointments at a time most suitable to them as opposed to a drop in and queue provision. As well as providing increased flexibility for customers it will facilitate greater opportunity for the service to match and manage resource availability.

- Payments – services as a first principle are billed/paid at the time of request, either as a one-off payment or the setup of a continuous payment instruction. Payment processing is an integral part of the application process, which cannot complete until payment is received. The billing, payment and subsequent collection activities of debts post service delivery will be by exception.

4.4 In addition to the service efficiencies and improvements outlined above, the service has been progressing across a range of process, automation and performance changes in relation to Council Tax billing and collection, focused on delivering additional income growth to support the 2020/21 budget. This programme of work has supported:

- increasingly quicker processes and accuracy levels linked to the underlying liability and billing position being maintained through a range of measures implemented by the service,
- the releases staff resources away from routine liability maintenance to be increasingly transitioned to focused very targeted collection activities, securing a sustained growth the overall cash collection level.

Further improvements in respect to this area are planned to be progressed over the next 6-12 months which coupled with progress secured to date provides a degree of confidence in supporting £1 million of budgeted income growth in Council Tax income over the course of 2020/21 in addition to natural growth linked to new house build completions. It is intended that this level of budgeted improvement will be built into the base Council Tax budget moving into 2020/21.

4.5 Overview of Key Benefits and Outcomes

The range of changes outlined above are focused on the delivery of a step change in the modernisation and transformation of large areas of the service. Improvement for service users are at the heart of the changes, where a wider range of modern, flexible and efficient choices are increasingly in place. The changes will also support a modernisation in the overall size and composition of the workforce, with less roles involved in repetitive re-handling of information and a much greater emphasis on higher value roles as well as investment in new high value skills focused around automation and digital capabilities. Below is a summary of the key service characteristics that will be increasingly established over the coming 12 months through delivery of the key transformation projects:

- Business World - employees across the council will have access to multiple channels to enable them to self-serve at a time and place that suits them and, access their own information, where processes are fast and streamlined. Approval mechanisms are optimised, removing the need for multiple and unnecessary handoffs across the organisation, supporting quicker and better business processes;
- Digital First and Customer Services – access to a wider range of transactional services will be 24/7, 365 days a year on any device and in any location. Simple, routine requests are handled digitally, freeing up more expert support for those that need it. Modern processes designed once and based on customer need, delivering simpler end to end processes.

Improvement in overall customer service will be at the heart of changes, increasingly the flexibility and access open to customers to transact with the council and where customers will be kept regularly informed about progress of requests reducing repeat and unnecessary contact which can often be experienced at present.

- Payments – removal of complicated billing processes that often occurs sometime after the service provision. Upfront payment for services and charges at the time of request will become the norm providing a single contact for customers;
- Automation – reduction in costs through removal of unnecessary handoffs; improved accuracy; existing generic roles will be enhanced by skilled specialists where technical expertise, discretion and judgement are required. Staff will be increasingly focused on problem solving, user communication, and whose skills are cultivated to enable them support to customers with more complex needs.

The programme of work that will be taken forward over the course of 2020/21 will result in an overall pipeline of financial savings being released in phases over the course of the financial year as the range of digital and technology projects are rolled out and fully deployed. Inclusive of the growth in council tax income referred to above, it is estimated that the overall phasing of associated financial savings will amount to £2 million in 2020/21, increasing to £3.170 million on a full year recurring basis moving into 2021/22. As indicated above as part of the implementation process, there will be a requirement to adjust the overall shape and composition of the workforce, as existing posts are removed from the establishment as the new digital capability and transformation takes effect and new roles around automation and digital customer services are created. On a net basis it is estimated that the overall establishment across services will reduce by around 60 full time posts.

5. Placeshaping

5.1 Service Redesign Scope

The Placeshaping service redesign has examined a range of existing functions that currently operate across a number of Council's existing service structures and encompasses the following scope of service: -

- Regeneration; including Cultural Regeneration
- Economic Development
- Land use planning; including LDP and place making
- Development Management
- Tourism Strategy
- Local Housing Strategy
- City Deal and Cultural Infrastructure Programmes

- Transport Strategy
- Surplus land and commercial (non-operational) property portfolio

“Placeshaping” is not to be confused with the longer established terminology of “Placemaking”. The latter is most commonly associated with an inclusive approach to the design and management of space transformation and change. Placemaking has been utilised over the last 15 years in urban regeneration and the establishment of new residential communities. Placeshaping on the other hand is about using power and influence to promote the general well-being of a community and its citizens. The Council has a strategic role in setting the vision for Renfrewshire and as the principal institution of Renfrewshire as a place, it provides political and economic leadership and can bring together the wider public sector, knowledge institutions and our business, voluntary and community organisations to secure the well-being of Renfrewshire and the people who live here. This is Placeshaping. Fundamental to this is the integration of economic, social, physical, cultural and environmental policy and strategy within the Council.

Developing a new approach to Placeshaping is a significant opportunity that could help set the overall future strategic agenda for wider council planning and working with our partners in securing the well-being of Renfrewshire. We need to make sure that everyone benefits from the economic growth and increased wellbeing that we are aiming to achieve.

5.2 Drivers for Change and Redesign Objectives

A number of new Placeshaping opportunities have arisen in recent years for Renfrewshire including the development of its advanced manufacturing economy at AMIDS, its cultural regeneration programme, and its growing events and tourism offer which demand a different type of response from the Council. A move towards the closer integration of Placeshaping services in the Council also aligns closely with the Scottish Government, for example, the recently announced ambitions around the development of the River Clyde as a strategic Placeshaping asset, also requires our services to be organised so as to strengthen our capacity and create new capability to support the development and delivery of these ambitions, working more effectively with strategic partners at a regional and national level.

The Placeshaping re-design will also allow a number of the Council Plan priorities to be more comprehensively addressed including issues such as “inclusive growth” (ensuring that opportunities from economic investment are available to all members of the community), regenerating our town centres, and delivering the required infrastructure for Renfrewshire to flourish and succeed. Finally, there are a number of new opportunities highlighted in the Economic Strategy and the emerging climate change agenda which need a more integrated response across Council services.

5.3 Overview of Key Service Changes and Key Benefits

The review seeks to reconfigure services and management roles to support greater integration of specialist functions, to improve the sharing of knowledge, skills transfer and information across functions; and ultimately to ensure the Council maximise the opportunities the Council has or can create across all Placeshaping services. At a strategic level in the Council we will create an integrated team for strategy development and a single route for investment, partners and development which makes sense to service users. This will consolidate our ability to deliver on our ambitions for Renfrewshire as a place and create greater cohesion across our work programmes.

In the medium term the review also seeks to improve access to information through the implementation of a new system to enable Development Management to operate digitally to improve its effectiveness; and enhance our use of GIS and digital asset management capability.

Finally, we will further review our portfolio of surplus land and commercial property to ensure they are contributing to the Council's strategic objectives and priorities.

Over the course of 2020/21 it would be proposed to progress the range of recommended changes outlined above focusing on the service reconfiguration and integration process and put in train the programme of work to deliver the range of improvement to digital, GIS and asset management capability. As well as the improvement that can be achieved to position the Council to have more focused capacity and capability to support Placeshaping priorities, it is estimated that £0.615 million of financial savings can be secured, with approximately £0.370 million being released in 2020/21 and the balance in 2021/22. The saving is predominantly facilitated by the reshaped workforce structure that will support the reconfigured and integrated service arrangements. It is expected that overall, the staffing complement across the service functions in scope will reduce by approximately 10 posts from the existing 140 posts within the service redesign scope.

6. Community Development

6.1 Service Redesign Scope

The Community Development redesign encompasses 190 posts bringing together a number of service functions which operate across a range of existing Council services, working to support communities and building community capacity, including Community Learning and Development, local housing teams including tenancy management and support and housing advice, and the provision of income advice services. The redesign also includes activities and funding streams such as community grants, participatory budgeting, community asset transfer, third sector support, youth diversionary activities, volunteering and participation and community insight and engagement.

6.2 Drivers for Change and Redesign Objectives

The vision for the redesign is the enablement of locality based multi-functional teams aligned to the Local Partnership Boundaries which strengthen connections across services and to the community and third sector groups in their respective localities. The aim is to create more integrated joined up services at a local level, which are responsive to local needs, and are simpler to navigate from the perspective of the service user/ customer or citizen. There is a clear link to Prevention and Early Intervention, with the focus also being on providing support and identifying needs at the earliest and most appropriate opportunity. The redesign also seeks to remove areas of service overlap or duplication of effort that exists across existing arrangements, providing a simplified service model for accessing advice services, including housing advice, income and welfare advice. The redesign will also review the current provision for youth services, and adult and family learning provided by the CLAD team and will refocus the work of the team to enable community development support to be provided to the Local Partnerships. In addition, the redesign will streamline the approach to grant fund management, including a grants management system, and streamline the advice and support arrangements for community asset transfer.

6.3 Overview of Key Service Changes

There are four key changes proposed:

- Establishment of locality-based teams
- Simplified advice service model.
- Generic Community Development model.
- Streamlined community grant funds.

In the first instance services in scope will be brought together within locality-based clusters framed around the Local Partnership boundaries. New locality management arrangements will be designed to support the new operating model. It is proposed to pilot the new operating model in the first instance, to test and refine the model, with further roll out following a period of operation and review.

Work will also proceed to review the existing arrangements for advice services, including housing advice and welfare advice, to review arrangements for community development and capacity building, and to link to service developments being progressed through the Prevention and Early Intervention redesign around areas such as homelessness and support to families. A streamlined process for grant and community fund provision, and community asset transfer and management will be developed, and the participatory budgeting approach will be embedded within the new locality model. Each of these elements will be subject to review of management and staffing structures, which will facilitate some voluntary severance across the service and deliver financial benefits.

6.4 Overview of Key Benefits and Outcomes

This redesign will create and strengthen service connections and relationships at a local level, enabling improved targeting and focus of services and improve service delivery outcomes. The alignment to the local area partnerships will assist in building service connections and developing the capacity of the community. The review of advice services will remove elements of existing duplication and build more resilient and streamlined services. Streamlining the support arrangements for communities through various activities and grants will improve the current targeting of resources and simplify support arrangements. This redesign will allow the release of overall financial benefits of £364,000 in 2020/21 and a further £158,000 moving into 2021/22 and facilitated through the application of voluntary severance arrangements to reduce overall net staffing levels by an estimated 18 posts.

7. Community Protection

7.1 Service Redesign Scope

The Community Protection redesign brings together regulatory and enforcement functions with community safety and public protection services. In scope are 118 posts in regulation and licensing; environmental health; building standards; trading standards; private landlord/HMO inspections and accreditations; and community safety and wardens service. These services:

- Prevent harm to individuals or communities
- Reduce the vulnerability of individuals or communities

- Provide public assurance and reassurance and contribute to communities feeling safer
- Deliver on statutory duties in relation to regulation and enforcement
- Support the development of legitimate businesses and tackle crime and disorder
- Ensure a safe built environment within Renfrewshire

7.2 Drivers for Change and Redesign Objectives

A significant proportion of community protection work is statutory and must be carried out or overseen by appropriately qualified and experienced officers. Across the board professional statutory officers are well regarded and effective. They operate efficiently and effectively as supported by evidence from external and internal audit inspections.

Statutory obligations are increasing and performance against statutory requirements is under pressure. In some areas, there is difficulty in recruiting officers with key specific skills and experience. This reduces the resilience of the Council, particularly in services where incident response would be critical in understanding an outbreak or incident, mitigating and protecting the public from further harm.

A key objective of this service redesign is to increase the resilience of statutory regulatory and protection services. The redesign process has confirmed that there exists scope for delivering both improvement in overall resilience levels at the same time as releasing financial benefits through broadening the management scope of the areas of activity being considered and developing generic support systems and approaches, creating sustainable career routes that will allow new recruits to join the service and develop into and through professional roles. There are also opportunities to improve integration between related professional groups, improving information sharing and leading to improved outcomes and more efficient work practices.

7.3 Overview of Key Service Changes

Management structures will be reviewed and streamlined. The service redesign will create a structure of generic posts supporting a relatively smaller proportion of specialist, professionally defined roles. Currently some specialist support activities are delivered through specialist roles that are not essential for the Council to meet its statutory responsibilities. Where this is the case, these roles will be reduced with key elements of service provision continued in professional and generic roles as appropriate.

Integrated management structures and shared support activities to cover Parking Enforcement and Licensing within the Communities and Public Protection service will be developed, as well as an associated review of the management of these functions to reflect a more focused remit. These changes will support the development of revised service structures to increase resilience and the sustainable delivery of regulatory services and support for the private rented housing sector. It is proposed that this work will be progressed over the course of 2020/21 with use made as appropriate, of voluntary severance arrangements to facilitate the service change.

Additionally, during 2020/21, it is proposed that income generating and charging opportunities will be considered and evaluated across a range of activities. Opportunities are likely to include: provision of additional services and cost sharing with partners in relation to operation of the Community Safety Partnership Hub; a review of licensing and other regulatory fees and charges to ensure they are in line with other Councils; and action to ensure enforcement and fees income is being collected consistently and appropriately.

7.4 Overview of Key Benefits and Outcomes

The new structure will align management within Communities and Public Protection to retain capacity to deliver preventative awareness raising, enforcement activity and capacity building work. This will result in the work of qualified specialist officers being focused on delivering the activities where their qualifications and experience are most required. This will assist the Council in addressing its exposure to the current national shortage of qualified statutory officers with specific skills sets.

Opportunities for increasing resilience will be taken through developing entry level officer positions with generic profiles. These have been created to support the work of the fully qualified and experienced officers within Trading Standards and Environmental Health and will be expanded to encompass Licensing and potential opportunities in relation to private sector rented housing management and support. This joined up approach will facilitate a better defined and more sustainable career route that will support the initial recruitment, progression and retention of specialist statutory officers.

National approaches and strategies expect improved use of data and intelligence in relation to Trading Standards and licensing activities in order to combat organised crime groups and this will be supported by structures that strengthen the relationship of licensing alongside other regulatory services. Confidence amongst partners in proportionate sharing and use of intelligence and data has already benefited town centre management of anti-social behaviour and violence; human trafficking; counter terrorism (prevent); domestic abuse and missing persons. The revised structures will build on this and extend the targeted use of intelligence and evidence to further harden and strengthen the community against organised crime groups and to support particularly vulnerable individuals and communities.

Integration of professional structures will support standardised and updated systems and technology used to manage and monitor workload. This will deliver operational benefits for officers and managers and enhance the opportunity to share information and intelligence with officers in the field. This will increase the resilience of services and increase capacity to meet additional statutory pressures and demands without requiring additional posts to be created. It will ensure that core information on customers and businesses is readily available in one place enhancing the capacity to streamline and improve the customer experience and reducing the requirement for additional visits or duplication. Updated technology will also support the automation of some tasks currently undertaken by Business Support services with potential efficiencies within that workstream.

7.5 It is anticipated that the changes outlined above will facilitate the release of financial benefits to the Council of £185,000 in 2020/21 and a further £261,000 in 2021/22, facilitated through the appropriate application of the voluntary severance scheme with approximately a net reduction of 10 posts.

8. Facilities Management - Catering

8.1 Service Redesign Scope

The schools and social care catering service redesign provides an opportunity to provide a joined up, integrated, efficient and resilient service provision across the Council.

8.2 Drivers for Change and Redesign Objectives

The nutritional requirements for school meals are scheduled to change during 2020/2021 and dietary requirements for pupils and social care customers will continue to evolve and diversify. The introduction of digital technology will enable pupils to order and pay for meals and provides opportunities to digitalise all administrative aspects of catering services. Currently the catering services are delivered across both the Council and the Health and Social Care Partnership. Integration provides opportunities to increase productivity and to increase resilience across all the catering functions delivered across Renfrewshire.

Through provision of a productive and efficient integrated meals delivery model, the service redesign will facilitate the modernisation of the operational arrangements, supporting improvement in the standards, quality and consistency of meals provided across the early years and primary school estate and social care residents in receipt of meals from the residential, community and home meal provisions.

8.3 Overview of Key Service Change

It is proposed that over the course of 2020/21 within early years, primary, secondary and residential social care catering services operational changes to the delivery model will be progressed, including implementation of digital technology and central coordination for procurement of meal arrangements. Work will also proceed to review the current community meals model with a view to integrating this within the school and residential social care catering service function developing options for the future delivery of the service.

8.4 Overview of Key Benefits and Outcomes

The changes will allow all the Council's catering activities to integrate as one service to develop and provide a modern, productive service that meets the needs of customers through the provision of a high-quality meals that meet the changing legislative and dietary requirements of customers consistently across the early years, primary, secondary and social care catering services.

The changes will facilitate an overall re-shaping of the existing workforce that will be facilitated through natural turnover and appropriate use of the voluntary severance scheme supporting an approximate reduction of 25 full time equivalent posts from the total in scope workforce of 147 posts. Further, the changes are expected to support procurement related savings as well as a reduction in costs associated with food waste levels experienced through existing arrangements. Initially it is expected that the changes will support the release of £0.295 million in 2020/21, with a further saving of £0.295 million from the early years and primary school catering models being secured in 2021/22. Further changes and cost reduction linked to the integration relating to secondary school and social care catering will be subject to further planned work which will be covered in future reports to the board.

9. Facilities Management - Office & Service Workspaces

9.1 Service Redesign Scope

Review of Council's office accommodation utilised by Renfrewshire Council to deliver services.

9.2 Drivers for Change and Redesign Objectives

Over the past decade as part of the long term change programme, the Council has a strong track record of modernising, rationalising and ultimately reducing the overall portfolio of facilities and offices. At present there are around 16 office workspaces that are occupied by the Council's workforce to deliver services. A review of the current accommodation portfolio, which includes a number of leased facilities, has been undertaken. This has illustrated that in the context of existing working arrangements and the level of modernisation and flexible working achieved to date, many of the office accommodation facilities are now becoming under utilised. Additionally, it is anticipated that as many of the element of RforR are progressed, the Council's workforce will continue to become more flexible changing further both the scale of accommodation requirements but also changes to overall working environments, where flexible and shared collaborative space will increasingly become the norm.

9.3 In this context, it is proposed that a service redesign is progressed over the medium term working towards aligning accommodation requirements to the changing needs of the Council whilst at the same time delivering improvements in the underlying utilisation through a further reduction on the overall estate. This ensure the Council remains focused on ensuring that office accommodation provision continues to provide modern, flexible workspaces that are designed for the needs and future needs of the Council's workforce and services.

9.4 Overview of Key Service Change

The redesign will seek opportunities to exit from external leases and to integrate offices facilities, whilst investing in accommodation where it is required to provide modern flexible workspaces that support employees to deliver services to customers and communities.

9.5 Overview of Key Benefits and Outcomes

Provision of modern office workspaces throughout Renfrewshire, meeting the needs and future requirements of the Council services and workforce. Through a smaller office portfolio there will be reduction in facility management resources, energy usage and carbon benefits. In the context of the existing leased portfolio it expected that financial savings will emerge over the medium term unless acceptable early termination agreements can be reached where this is deemed appropriate and progress in this regard will be subject to future reporting at appropriate future board cycles.

10. Facilities Management - Community Facilities Booking and Access

10.1 Service Redesign Scope

The redesign focuses on the booking and access arrangements for community facilities: schools, halls and centres that

10.2 Drivers for Change and Redesign Objectives

Many of these facilities are underutilised, the hours of opening do not always correlate with the access times sought by communities and the current booking process is not digital to enable ease of use for communities. A redesign in this service area aims to operate staffing of the facilities on a peripatetic basis, only opening facilities when they are in use and increasing the flexibility offered to the community, providing an enhanced customer booking functionality through a digital platform.

10.3 Overview of Key Service Change

The service redesign will focus on: -

- Developing a service which better coordinates booking arrangements, ensuring first and foremost service user requirements are being met through the provision of appropriate facilities, whilst at the actively channelling such bookings to the most appropriate facility. This change will provide a new facilities management support model for halls and schools focused on more efficient utilisation of community facilities whilst improving the flexibility offered to communities to access facilities at times, they wish access. This will include considering where appropriate empowering and enabling community groups to self-access and egress facilities.
- The redesign process will provide a digital booking system, simplified pricing structure and criteria for communities to use to book and pay for community facilities. From a customer perspective, the focus will be on providing a better and more coordinated service, better quality facilities more aligned to meet needs and requirements.

10.4 Overview of Key Benefits and Outcomes

The redesign will support increased utilisation of community assets and create new facilities management roles to support community access to community facilities. From a customer perspective, the focus will be on providing a better and more coordinated service aligned to meet needs and requirements as well as improved flexibility through better booking arrangements and more empowered community self management of access and egress arrangements. It is expected that the changes will facilitate the release of £0.200 million of associated savings phased equally across 2020/21 – 2021/22, partly facilitated by planned reduction of 7 full time equivalent posts from the current staff cohort of 36 full time equivalent.

11. Facilities Management - Integrated Hard Facilities Management Service

11.1 Service Redesign Scope

The integrated hard facilities management redesign provides an opportunity to provide an integrated, resilient and efficient hard facilities management service across the Council. The redesign will integrate the hard facilities management functions that manage the capital investment, repairs, maintenance, compliance and energy management functions for both the Council Housing assets and the Council's public building assets.

11.2 Drivers for Change and Redesign Objectives

The hard facilities management functions and activities that require to be undertaken to manage the Council's housing asset and the Council's Public Building assets have many similarities.

At present the capital asset management, repairs, maintenance, compliance and energy management functions of the Council's public buildings and Council housing are undertaken separately with the exception of Building Services the Council's inhouse repairs, maintenance and compliance service which undertakes these activities for both the Council housing asset and public building assets.

The redesign's ambition is to create a single integrated hard facilities management service delivering for both Public Buildings and Council Housing.

11.3 Overview of Key Service Change

Alignment and integration of hard facility management functions for both public buildings and council housing including asset management, energy management, statutory compliance, contract management and maintenance.

11.4 Overview of Key Benefits and Outcomes

Provide a single hard facilities management service for the Council, that brings together employees in both services to make the effective and efficient use of the skills, capacity and capability of the workforce to maintain and develop the Councils housing and public assets whilst removing duplications and creating efficient. At this stage, work to fully develop the detailed design of the integrated service required to be further progressed and will be subject to future reporting. At this stage however, some early small scale reconfiguration of existing posts, predominantly management posts, along with proposals to externally commission window cleaning services will provide a small saving of £0.155 million in 2020/21 with a further £0.065 million in 2021/22.

12. Prevention and Early Intervention

12.1 Service Redesign Scope

The Prevention and Early Intervention service redesign is focused on improving the lives and outcomes of the most vulnerable members of Renfrewshire's communities. Children's Social Work, Criminal Justice Social Work and Homelessness Services (including Housing Options and refugee resettlement) offer an opportunity to give even greater attention on prevention and early intervention through a joined up approach, ensuring that services are flexible and provided as early as possible to meet identified needs. The new approaches will require improved working and data sharing across the services and other council operations.

The redesign represents a substantial service area with 470 members of staff employed in the services identified in scope. This includes; staff working to support individuals and families at risk of or are homeless; managing a stock of temporary accommodation, staff working to support children and families in their homes; staff in residential children's services; staff involved in supervising the unpaid work scheme and registered social workers engaged in protecting children and supervising individuals subject to statutory orders imposed by courts.

12.2 Drivers for Change and Redesign Objectives

Families, young people and individuals have told us that they want services/support to be provided at the earliest point when problems or challenges first arise. At present many of our services are provided at a point of crisis and this workstream aims to reshape services to allow greater intervention at the first sign of a problem to prevent further escalation. Central to the findings of the Independent Care Review is a pledge to make crisis services obsolete by focusing on Prevention and Early Intervention. The redesign of services has the potential to free capacity in the workforce by reducing crisis.

The publication of the review and the legislation expected to follow will provide a strong national framework to underpin this redesign.

Over the past 10 years, services in Renfrewshire have been working successfully to shift the approach to supporting the most vulnerable in our communities. In particular, the focus has been on addressing the balance of care provided in children's social work. This included a focus on building capacity to provide care and support locally for children who were not able to remain with their own family. This approach has been successful in reducing the number of children placed in external foster care placements by successfully increasing the number of Renfrewshire foster carers. The use of evidence-based programmes continues to support a reduction in the overall number of children who require to be accommodated away from their birth family.

It is recognised however that there is a need to give increased priority to work which supports children to remain with their own families where it is safe to do so, in line with the latest national thinking outlined in the care review. This existing approach requires to be developed even further to deliver improved outcomes for children living at home whilst reducing the need for alternative placements. Nationally there is a drive to ensure that children are supported, in the first instance, to remain with their own parent(s). If this cannot be achieved, services should identify safe networks within the child's extended birth family and ensure these are supported. Some children will still require accommodation in foster care or residential care. Central to all of these responses will be the involvement of families in finding the solutions to the challenges they face.

In justice services, the drive is to improve outcomes for those who commit offences by addressing the difficulties they face with the overall objective of improving public safety. The focus on Prevention and Early Intervention in this area will address the drivers behind an individual's involvement in offending by providing the right service as early as possible and aim to prevent further offending. The community justice agenda requires services involved in working with those who have offended to further develop their links and interventions to reduce rates of reoffending and address issues including alcohol and drug misuse, mental health and employment and training needs.

In homelessness services, the national driver is to prevent homelessness by providing the right accommodation at the earliest stage ('rapid re-housing') and the right services to sustain the tenancy including access to alcohol and drug, mental health and employment services. By identifying those at risk at an earlier stage and working in partnership with other services and agencies we aim to support them in an appropriate way to prevent homelessness. The service will then work with partners to deliver the right intervention to help build a sustainable tenancy arrangement.

12.3 Overview of Key Service Change

The main service change will be shifting the nature of work across services to focus more on intervening at an earlier stage when a problem starts to emerge to prevent it escalating. This will require a culture change, specifically a shift in a more proactive intervention approach not just in the services subject to the review but across all council services.

Meeting the needs of families and individuals at the first sign of problem, in partnership with other services will be key to the delivery of the new focus. Clarity will be required across all roles and responsibilities to ensure better understanding of remits, boundaries and nature and level of support from different agencies.

Given the nature of the services in this area of review the primary objective will be to reduce failure demand from crisis situations thus ensuring optimum use of the resources available to the Council. The service design will ensure that the Council continue to fulfil its statutory obligations whilst building sufficient flexibility to provide more proactive services. There is a recognition that the Scottish Government continues to legislate and set policy objectives in the area of early intervention and targeted services and any redesign will need to be flexible to allow the appropriate response(s).

Particular focus will be given to further developing the family support model to prevent family breakdown and reduce the need to place children in alternative care. We will focus on meeting the needs of families at an earlier stage – responding at a level below those currently targeted. The provision of more universal services to support families aligns with the national policy direction, which has been influenced by the voices of the care-experienced.

In justice and homelessness services, the focus on earlier intervention will support more active citizenship. The work will focus on ensuring that those subject to statutory orders have any social difficulties addressed on a partnership basis. The deliverables will include supporting adults to address issues with their mental health, addiction and to find work or training. The proposed changes will allow a focus on preventing homelessness amongst those leaving prison. By working closely, the services will contribute to the development of safer communities across Renfrewshire.

Building on the community justice agenda the Prevention and Early Intervention approach will build capacity in communities to reduce the negative impact of offending in local areas whilst ensuring that the needs of those involved in offending are addressed to ensure they do not reoffend.

12.4 Overview of Key Benefits and Outcomes

The service redesign will focus on improving supports to build sustainability in families and communities, where they are supported to develop solutions to their own issues and challenges. This ultimately will provide better outcomes for families whilst at the same time reducing the long term demand for high cost crisis intervention services, naturally reducing costs associated with the provision of both internal and external care services over a period of time.

Further work is being progressed to consider how the redesign will make better use of data to support improvement work on an ongoing basis, identify the roles and skills of the workforce and the difference services are making.

Additionally, work is progressing on the model of leadership and management which will support the shift from a reactive approach to Prevention and Early Intervention approaches.

This redesign work is at an early stage and will be further progressed over the coming weeks. It is envisaged that the financial benefits that will be identified are likely to emerge on a phased basis over a medium term period, recognising the necessary lead in times for change and an objective to maintain stable care environments for those already part of existing arrangements. It is also recognised there may be a requirement for invest to change funding, to ensure stability in existing service provision whilst resources are gradually redirected to early intervention and preventative activities that will support medium to longer term change.

13. Corporate Values, Engagement and Communication

- 13.1 In the previous reports to the Board, it was outlined that strong communication and engagement would be a key ingredient to support success in this next phase change and transformation. In this context, an integral element of the RforR programme has been the commencement of a structured, positive and pro-actively managed engagement and communication workstream led by the Head of Marketing and Communications, ensuring staff, partners and key stakeholders, most notably Renfrewshire's public, remain active participants in the programme moving forward.
- 13.2 A variety of communication channels have been used to keep staff up-to-date on Year 1 progress since the programme launch in September, and this will continue throughout implementation in 2020/21.
- 13.3 Progress on the 'Our Values' engagement was shared with the Board in February and September, with corporate values finalised in November. Delivering RforR and service re-design will significantly change how we operate and strengthen our relationship with partners and communities as we build collective capacity. A healthy and enabling culture – with greater staff empowerment, and a shared set of values and behaviours driven by leaders who embody the culture, is a key success factor for future change and will maximise the benefits of the change programme.
- 13.4 Developing corporate values has been the first step in creating the desired organisational culture, providing the right foundations for RforR and articulating a new relationship with staff, partners and communities.
- 13.5 As part of the values development we listened to the views of almost 4,000 individuals – staff, local people, community groups, young people and elected members. The engagement programme has helped to deepen our understanding of what is important to staff and communities. It has identified new channels of communication and the importance of empowerment. Throughout the process staff consistently acknowledged their role as council ambassadors delivering values in their day to-day working lives. The co-design process has also highlighted how communities want to take an active role in creating a better Renfrewshire and enhance quality of life in their community.
- 13.6 The insight gained is reflected across our corporate values and the behaviours that will underpin their delivery. The insight gathered will also be the basis for the development of informal agreements between the council and our staff and our communities to each undertake new ways of working in future and agree shared responsibility for a better Renfrewshire for everyone who lives, works and learns here. Specific feedback included; improving how we manage and deploy resources; greater empowerment and quicker decision making; simplifying processes and making them consistent across services; improving access, systems, technology and communication for staff and local people; and developing stronger community links. This feedback has informed the the development of the Year 1 service designs.
- 13.7 From the research gathered in spring and summer 2019, 11 words were initially identified as being most important to staff and communities; respect, honesty, helpful, fair, efficient, responsive, trust, progressive, improved, innovative and supportive. Further research brought forward two elements to be included in the final framework - kindness and collaboration, and the final values have been crafted to reflect the council's commitment to address climate crisis and inclusive growth, and the values of Renfrewshire's community planning partners.

- 13.8 Four corporate values statements, with supporting behaviours, are now finalised and will roll out from April:

We are **fair**. We treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.

We will:

- be honest at all times – doing what we say we will do
- be empathetic and non-judgmental
- uphold the dignity of those going through life's most difficult experiences
- support each other and be prepared to challenge behaviour that is out of step with these values
- value everyone's wellbeing

We are **helpful**. We care about getting things right and are always approachable.

We will:

- be open, friendly and kind
- do our best every day - listen to feedback and ideas
- take ownership of challenges, respond quickly and communicate clearly
- ensure we use resources and money wisely
- say sorry and fix things when they go wrong

We are great **collaborators**. We work as one team and with people who care about this place.

We will:

- be positive, passionate ambassadors for Renfrewshire
- recognise that we do not have all the right answers and work with others to find the best solutions
- be involved – get to know people and respect their knowledge and experience
- protect our environment for future generations
- say thank you – recognise and appreciate the contribution of others

We value **learning** to help us innovate, improve and deliver better services.

We will:

- be open-minded – prepared to try new ways of working and engage in different conversations
- be curious – seek out information for ourselves
- take responsibility for our own learning and development and share learning with each other
- embrace opportunities to adopt new tools and technologies

- 13.9 The roll-out of our corporate values will be driven internally by HR&OD and supported by a communications campaign. The internal campaign will support; every staff member to see, hear and experience our shared values and feel personal ownership; our leaders and managers to recognise and relate to the values, become equipped to talk about them, role-model behaviours and know how to embed these in their services; HR&OD in communicating the roll out of the new Renfrewshire Council employee journey; Elected members to have a high level of awareness of our shared values and be able to role-model behaviours.
- 13.10 New '*Living our Values*' training will be available to staff from April, marking the start of a 12-month programme to embed the corporate values across the council's people policies. This will include recruitment, induction, training and development and reward and recognition. Work will also begin to develop the council brand and a new council website, supported by the council's marketing and communication strategy.
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Implications of this Report

Financial – The report provides an update on the Council's financial outlook over the medium term and the key role the next phase of the transformation and change programme will play in addressing this in a sustainable fashion.

HR & Organisational Development - as outlined in the report the implementation of the service redesigns will trigger the first tranche of changes to the size and composition of the Council's workforce that will be required to be made over the course of the medium term future.

Community/Council Planning – as outlined in the report a number of the service re-design proposals seek to improve the ability of the Council to engage with and bring services closer to communities, as well as improving partnership working with key partners. Members should however keep in mind that over the medium term the Council is anticipated to have less resources in both cash and real terms and as such there will be a requirement to increasingly make key choices to direct reducing resources to support the delivery of those outcomes of greatest priority as defined in the Council Plan.

Legal – n/a at this stage but will be fully considered as specific aspects of the programme are progressed through implementation.

Property/Assets – n/a at this stage but will be fully considered as specific aspects of the programme are progressed through implementation.

Information Technology – a number of aspects of service re-design proposals will take advantage of a range of digital and IT related capability.

Equality & Human Rights – n/a at this stage but will be fully considered as specific aspects of the programme are progressed through implementation.

Health & Safety - n/a at this stage but will be fully considered as specific aspects of the programme are progressed through implementation.

Procurement – any implications will emerge as specific aspects of the programme are progressed through implementation.

Risk – as has been outlined to members previously, addressing the medium term financial challenge represents a key corporate risk for the Council and progressing reform, transformation and modernisation of Council services will remain a key part of mitigating this risk and ensuring the Council and its services remain modern and sustainable moving into the future and critically support the delivery of those outcomes agreed as being of greatest priority to the Council and its partners.

Privacy Impact - n/a at this stage but will be fully considered as specific aspects of the programme are progressed through implementation.

Cosla Policy Position – n/a

Climate Risk – None

List of Background Papers

(a) Background Papers - none

Author – Alan Russell, Director of Finance & Resources