



To: Leadership board

On: 18 September 2019

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

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

1. Overview and Key Messages

- 1.1 This report follows on from that provided to the Board in June, providing a further update on the work progressed over the summer period to prepare the Council to move into the next phase of the Council's change and transformation programme.
- 1.2 This next phase, represents the fourth major phase of what has become a long term programme, which has been consolidated as a permanent and recurring feature of the Council's strategic agenda. As outlined in more detail in the report, phase IV of this long term programme, to be branded 'Right for Renfrewshire', will adopt a new approach to identifying, developing and designing new change and transformation opportunities.
- 1.3 This process will employ a standardised methodology to support a structured service redesign process, which will be progressed in phases over a number of years, to modernise how the Council operates as an organisation and support a greater pace of change in the deployment of new digital capabilities. It will also look to defining and focusing service delivery on those priority outcomes that the Council has committed to delivering, how we can work more effectively with communities and partners in this regard.
- 1.4 There is a requirement to progress phase IV of this long term programme in distinct sub-phases over the three year period, acknowledging the importance of maintaining stability within the organisation coupled with the limits on the capacity of the organisation to effectively manage a defined number of service redesign processes

running in parallel at any one time. The report outlines in detail those service areas that are proposed to form the basis of sub-phase 1 and which will support the Council's response to addressing the immediate budgetary challenge for 2020/21.

2. Recommendations

2.1 It is recommended that the Board:

- i. Note the update provided in the report on the work progressed over the summer period to support the Council to prepare for the next phase of the long term change and transformation programme.
- ii. Note that to support the next phase of the transformation and change programme, it is anticipated that a series of structured service redesign review processes will be progressed over the three year period of the programme.
- iii. Note the series of service areas proposed to constitute sub-phase 1 of the programme and note that work will continue to be progressed to develop proposals for future phases and which will be reported back at appropriate future board meetings.
- iv. Note the critical role the programme will play in supporting the Council's response to the anticipated financial challenge over the medium term period and the expectation of that this will influence the size and composition of the Council's workforce over the medium term.
- v. Note the range of measures that will be implemented to pro-actively support the Council to carefully manage a planned reduction in the workforce with the clear objective of protecting the existing workforce whilst delivering sustainable services.
- vi. Approve the proposed enhancement to the terms of the Council's voluntary severance scheme to support the change and transformation programme moving forward, as outlined in paragraph 6.2 (third bullet).
- vii. Note that regular update reports will continue to be brought to the Board at appropriate key junctures as the overall programme is progressed

3. Long Term Change and Transformation Programme – Phase IV

- ### **3.1**
- Since 2009 the Council has and continues to develop and progress a long term programme of corporate change and transformation. This programme has undoubtedly been partly driven by the need for the Council to respond pro-actively to the impact of the of the reduction in public sector spending that has developed across the UK since the global financial crisis emerged in 2008. However, more significantly, the key driver throughout this period has been the ongoing priority of the Council for it to continue to modernise, deliver better services and outcomes for citizens across Renfrewshire. This principal objective remains relevant today, albeit it is recognised that throughout this time and indeed moving forward, the strategic context in which the Council operates as well as the strategic priorities of the Council will continue to adapt and change over time. As outlined in the previous report to the Board in the last reporting cycle, the Council continues to progress this long term process of strategic change and modernisation and is at a key stage of transitioning to a new phase, which will represent the fourth incarnation of this long term programme.

The Current Strategic Context for Change

- 3.2.1 The Council's vision for Renfrewshire is, "Working together for a thriving and connected Renfrewshire, creating opportunities for all." This vision recognises the real opportunity to transform Renfrewshire and the outcomes the Council delivers by working closely with partners, communities, and businesses to progress the Council plan's five strategic outcomes:
- Reshaping our place, our economy and our future
 - Building strong, safe and resilient communities
 - Tackling inequality, ensuring opportunities for all
 - Creating a sustainable Renfrewshire for all to enjoy
 - Working together to improve outcomes
- 3.2.2 The Council plan identifies that: 'The Council has a vital role to play locally; shaping the places which people live and work in, driving the local economy, providing education and learning, supporting and caring for vulnerable people and facilitating local democracy.'
- 3.2.3 The Council is committed to continuing to evolve its role and relationships with communities, partners and businesses to improve outcomes for Renfrewshire. It is recognised that for services to remain fit for purpose and sustainable the Council needs to focus on where it can make the biggest difference on the key priorities across Renfrewshire with what is expected to be reduced levels of resources.
- 3.2.4 As a placemaker, the Council recognises it can better meet the future needs of Renfrewshire by developing deeper collaboration with both communities and partner agencies. Through communities getting more directly involved in their area, and partners working more closely with the Council to agree new ways to meet community needs, the Council will be better placed to support investment and the need to develop Renfrewshire 'the place'. Strategically this will support the conditions to ensure individuals and communities across Renfrewshire continue to have inspiring, vibrant villages and town centres characterised by excellent infrastructure, housing, sporting and leisure facilities and open spaces.
- 3.2.5 The Council's financial outlook continues to present a pressing requirement for the Council to achieve change and transformation to deliver financially sustainable services and savings over the medium term and indeed there is the risk that over the medium term this pressure could intensify. However, this represents only a single dimension and the current strategic case for transformation and change extends beyond merely the financial context, but rather is more significantly driven by a number of key strategic influences
- Renfrewshire faces **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. This includes a projected 13% decline in the working age population by 2037 coupled with a projected 79% increase in the number of people aged 75+ by 2037. This will impact on a range

of services supported by the Council, particularly Education, Social Care and Housing.

- What citizens and communities expect of their Councils is also changing, 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. The ability to transact and interact with the Council and indeed consume services at a time and place convenient to the citizen is an increasing expectation on the Council. This rapidly developing landscape will have a key strategic influence on how the Council organises itself and utilises digital technology to increase the organisation's efficiency and effectiveness, make better use of data at our disposal to guide service provision as well as responding to the demands of citizens who want to access information, receive communication, transact and contact the Council through digital channels.
- Driving forward key interventions to stimulate **inclusive economic prosperity** and improve outcomes for its communities. The innovative, culture-led regeneration continue to deliver benefits and investing over £100m in key cultural assets. The Council is driving growth in the wider Renfrewshire and city region through the development and delivery of £274 million of investment through Renfrewshire's three City Deal infrastructure projects covering the Glasgow Airport Investment Area, Airport Access and Clyde Waterfront and Renfrew Riverside projects as well delivering a £40 million medium term investment in the wider road infrastructure and a new multi-million pound medium term employability programme across Renfrewshire .
- **Enhancing community engagement, participation and empowerment** following the Scottish Parliament passing the Community Empowerment (Scotland) Act 2015 to give new rights to community bodies and new duties to public sector authorities. The Act envisages proactive support from Councils (and Community Planning Partners) to help communities to do more for themselves and have more say in decisions that affect them. Better community engagement and participation leads to the delivery of better, more responsive services and better outcomes for communities. It is recognised the important contribution that local communities make to the quality of life in Renfrewshire. It is also recognised that both improved customer experience and community empowerment are integral to the future configuration of the Council, and its activities, as well to interactions with the Council. Renfrewshire has excelled in effective community engagement and is addressing inequality, with the approach to cultural regeneration generating unprecedented levels of engagement. In addition, the Council has a strong track record of collaboratively delivering and facilitating a range of multiple award winning community initiatives with partners including,
 - Team Up to Clean Up, Active Schools and Street Stuff, gold award winner in the Local Matters category of the COSLA excellence awards in 2017.
 - The Council has been notable award winners at the COSLA excellence awards in the Tackling Inequalities and Improving Health category for the Renfrewshire literacy approach, and was awarded the Campbell Christie Public Service Reform Award 2016 for Renfrewshire's Joint Employability Project, providing tailored support to pupils from low income families as part of the wider Invest in Renfrewshire programme, which since its formation has driven Renfrewshire's youth unemployment ranking from 27th in Scotland to 4th.

Continuing to develop more significantly our engagement and indeed partnership working with our communities represents and increasingly important strategic priority and will require to feature significantly in how the Council organises itself, deliver services and seeks to achieve key outcomes for Renfrewshire's communities.

- The ongoing strategic public sector reform agenda across Scotland, including for example: -
 - Ongoing reform in Health and Social Care which place the individual at the centre of an integrated and holistic approach to their needs;
 - New requirements in Education, empowering schools, enhancing parental and pupil involvement, and driving improvement through collaboration;
 - The Local Governance Review, which presents an opportunity to design a public service approach which responds directly and effectively to the place-based challenges of our region.

3.3 Refreshed Approach to Change and Transformation - Vision of the Future Council

- 3.3.1 As referenced above, the Council has had considerable success in delivering change and transformation at scale since before 2010. This has involved a wide range of change, delivered through several phases of the transformation programme over the past decade, such that change, and transformation has increasingly become a permanent feature of the Council's strategic agenda.
- 3.3.2 The change delivered to date has been both considerable and wide ranging, from deploying new technologies and digital capability, to innovating on a range of fronts with new delivery models including for example the expanded Leisure Trust arrangements, Health and Social Care arrangements as well as key collaborative projects covering for example strategic waste and indeed the City Region arrangement. Financial benefits have been realised through opportunities to reconfigure both Council structures as well as discrete services and functions, streamlining of the size and shape of the workforce has been significant over the past 10 years as well as rationalising the scale of the Council's assets utilised to deliver services.
- 3.3.3 As outlined in the previous report to the Board, there will be an increased reliance placed upon the change programme moving forward to deliver a greater level of financial savings than has been delivered over recent years. In this context, as well as recognising the long term journey of change the Council has already been on since before 2010, there is a need to adopt a fresh approach to developing and designing change and transformation moving forward in order to avoid the risk of responding to an intensifying financial challenge by simply reducing costs within the context of current service models. Without identifying, developing, designing and delivering fundamental change and transformation across the Council that is sustainable and places the Council in a position to deliver against its key priorities, addressing the financial challenge at the estimated scale envisaged will most likely lead to an approach focused on cuts in service, risking both service sustainability, quality and performance and ultimately constraining the ability of the Council to deliver against its key strategic priorities.
- 3.3.4 In approaching this challenge, it is important that the Council is able to begin to articulate a vision and blue print of what it is envisaged will characterise and define the

Council's future state in 3 – 5 years. Detailed below are some of the key attributes that undoubtedly exist today but which are envisaged will 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.

3.3.5 As noted in the June Leadership Board report, over the course of the summer the Corporate Management Team has undertaken a significant programme of preparatory work to prepare for taking forward a revised approach. The programme currently being designed will constitute a series of structured service redesign processes across a range of areas of the Council's existing service arrangements. These reviews will be framed around functional service groupings and will therefore cut across existing service structures and will deploy a standardised approach and methodology, creating consistency in both approach and deliverable outputs from reach review.

4. The Financial Context

4.1 In the previous report provided to the June cycle of the Board, an outline of the Council's current and anticipated future financial position was provided and which is summarised for reference below:

- The Council's current financial position remains stable and within the financial planning parameters established when the Council set its budget for 2019/20.

- In setting the 2019/20 budget, the Council committed to approximately £7.7m of non-recurring spending, reflecting the temporary spending capacity that was available at that time, which was predominantly due to the more positive outcome on government grant confirmed as part of the Scottish Government's budget for 2019/20.
- Notwithstanding this positive outcome for 2019/20, it is anticipated that it represents only temporary respite and it is forecast that the Council will face potentially significant medium term financial challenges in each of the following three years, with uncertainty in respect to the overall scale.
- After taking account of the of the non-recurring spending in 2019/20, a net budget gap of between £26 million - £67 million over the three year period 2020 – 23 is currently forecast.
- For financial planning purposes, the Council is 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.

4.2 In the absence of material disruption to public finances that may accompany a no deal Brexit scenario, greater certainty would be expected to emerge in each of the key areas of influence on the Council's financial outlook moving forward over the course of 2019 and moving into 2020. Most significantly, in relation to future Scottish Government Grant prospects in line with the emerging suggestions of a single year UK budget announcement in the Autumn and subsequent Scottish Government Budget announcement planned for December. Given the current uncertainty both politically and economically at a UK level in respect to Brexit, there is now a clear prospect of there being no multi-year UK Government spending review in the autumn as originally intended, which may as a consequence result a continuation of single year Scottish Government budgets.

4.3 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 the financial strategy and budget planning for 2020/21 – 23. In this context, it is recommended that the Council progresses the strategy on the basis of planning to target the delivery of the majority of savings in years 1 and 2 of the strategy to provide a prudent and appropriate level of financial flexibility for the Council over the course of this medium term period of uncertainty. This will ensure that as a clear position emerges over the coming months for 2020/21 and potentially beyond, the Council is well placed to adequately and sustainably address the overall budget gap without being forced to respond over a short period of time, recognising there may again be comparatively limited time between announcement of government grant and statutory dates by which the Council may set its budget and Council tax.

4.4 In seeking to secure net budget savings to address the estimated £45 million budget gap over the three year period, it is recognised this will be progressed through a range of measures in addition to the transformation programme. For planning purposes, it is estimated that potentially up to £20 million of net saving/cost mitigation measures can be secured over the three year period through a combination of the following

- Corporate Financing Savings - as outlined previously to members, the existing debt smoothing strategy has in effect been completed in terms of releasing medium term savings. Recent statutory accounting changes has opened up the opportunity for a fresh review of the Council's long term debt/loans fund

arrangements. This is anticipated to provide an avenue to generate a fresh tranche of annual debt savings to support the 2020/21 budget position. It should be noted however, that any such opportunity will be materially smaller in scale than previous, restricted potentially to circa £2 million.

- Service Based Efficiencies and Budget Reallocation – similar to previous years, work will be progressed with service Directors to develop and deliver a range of smaller scale service led efficiencies along with work to identify budget reallocation opportunities. Both these measures seek to create headroom within existing service resources to offset the financial impact of new emerging budget pressures on service across the Council. This approach has proved successful in previous years in mitigating on a net basis the impact of new unavoidable budget pressures albeit it is recognised this is likely to become increasingly more challenging for Directors.
- IJB Financial Planning - similar to the approach adopted for the first time in 2019/20, it is proposed to maintain a core financial planning assumption that the maximum cash growth applicable to the IJB delegated resources will be approximately 2% per annum (this may be subject to assessment against any specific grant conditions set as part of the financial settlement from the Scottish Government). In contrast to the forecast reduction in Council revenues (net movement in grant and Council tax), this would continue to represent a significant positive redirection of resources by the Council to protect the long term year on year cash growth in Adult Social Care Service resources to meet increasing demographic demand and cost pressures. Despite this, it remains probable in the context of the scale of annual cost pressures that the IJB has experienced over recent years, it will be required to progress its own service change, efficiency and transformation agenda managed through the IJB Board governance arrangements in order to secure savings and efficiencies to maintain a balanced and sustainable budget.
- Council Tax – the option of annual Council tax increases are anticipated to remain available to the Council as part of their annual budget setting considerations, with the operation of a cap set by the Scottish Government continuing to be a probable feature of future grant settlement arrangements (previous caps have ranged between 3% - 4.79%).

4.5 Taking into account the detail outlined above, for planning purposes it is recommended that the next phase of the Transformation Programme should be progressed on the basis of targeting to deliver sustainable and recurring savings of up to £25 million over the next three years.

4.6 In line with the recommended approach, it is proposed that an initial planning profile over the three year period of £7 million / £13 million / £5 million is established. This recognises both the time and effort required to develop and build momentum across the programme, whilst seeking to support the objective of securing financial flexibility across the three year financial planning period. It should be recognised however that this may be subject to change and there will be a need to keep under close review both the required scale and shape of this proposed saving profile as greater certainty emerges on the Council's financial challenge moving forward.

5 Year 1 Phase of the Programme

5.1 As outlined previously, it proposed to progress this next phase of change and transformation over a three year period. In managing the proposed phasing of the programme, there is a need to develop and bed down the new service design approach across the organisation, and additionally recognise and acknowledge the capacity within the organisation to manage multiple service redesign projects running concurrently. There is therefore a requirement to create multiple phases of the programme running across the full three year period.

5.2 In this context the following service areas have been proposed for inclusion in phase 1 and which are anticipated will contribute to supporting the Council addressing the budget setting cycle for 2020/21. These proposed first phase service areas provide 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. In addition, in recognition of the importance of the services provided by Renfrewshire Leisure to the delivery of the Council's strategic objectives, and the annual review of the service payment to Renfrewshire Leisure from the Council, they are also engaged in the transformation programme and are seeking to adopt a similar process for the review of the services they provide on the Council's behalf.

- **Customer & Transaction Services** – this represents service areas predominantly across Customer and Business Services but will extend to a number of other distinct functional areas across Finance & Resources, Housing and Education Administration where there is similar business processes and customer interaction activities. Although much of these areas have undergone considerable change on an individual basis over the past number of years, considering these areas now as part of a single redesign exercise provides significant opportunity to take advantage of the adoption and application of standardised business process review approaches, identification of opportunities to functionally align processes, make better planned use of staff resources across functions, creating common and more efficient customer journeys. Additionally, these service areas encapsulate those business functions and processes within the Council with the greatest level of digital maturity where significant untapped opportunities in relation to further digital deployment and development can be most easily accessed to drive efficiency and productivity gains. This will include continuing to further exploit digital capabilities that the Council has already invested in such as Business World, Customer Portal and Advanced Automation technology as well as considering new and emerging digital technologies and capabilities.
- **Placeshaping Core** – this will seek to strengthen and integrate strategic development and associated work programmes around Place, enabling the Council in its unique role as a Placeshaper. This service core will be responsible for the development of strategies that shape the future of Renfrewshire as a place, including the Housing, Planning, Economic Development, Investment, Sustainability and Placemaking Partnerships. The Place Delivery team brings together the key operational teams who support the delivery of the Placeshaping strategy. By aligning functions which define strategy development in Renfrewshire, the Council can enable a more integrated approach to growth across these areas aligned to the Council's strategic priorities by creating greater opportunity to:
 - avoid duplication or dissipation of effort,
 - maximising council and 3rd party investment,

- simplifying and consolidating related strategies
 - driving more integrated and coordinated place-based work programmes
 - simplifying the engagement of external bodies with the council on place-based development.
- **Community Development** - the Community Development service redesign project will consider functions aligned around shared outcomes focused on shared geography (neighbourhoods) or shared customers or users (people). This opens up the potential to consider new groupings/alignment of how services are organised around communities, looking after our place in terms of Neighbourhood-based services and helping people reach their potential as well as early intervention and prevention activities linked to a number of people-based services. Through the service design process, opportunities will be explored to further integrated and or align such services by maximising the opportunities for information sharing, common workflow, processes, skillsets, scheduling, and assets. This will apply not only to service groupings but across all operational delivery to support customer journeys and information sharing. It will also consider those service which seek to help people in our communities reach their potential.
- **Community Protection** – this service redesign project will consider service functions and groupings focused around Community Protection, seeking to explore opportunities to further integrate by maximising the opportunities for information sharing, common workflow, processes, skillsets, scheduling and assets. It will bring together under a single redesign review regulatory services which share common outcomes around protecting Renfrewshire's communities. The benefit of this would be the opportunity to integrate functions working towards similar outcomes, improve information sharing, common processes and workflow across functions, design common skillsets to increase resilience and to support improved customer journeys.
- **Facilities Management** – this service redesign will look to build on the long term integration of hard and soft facilities management services across the Council, looking to exploit further opportunities and efficiencies through aligning and integrating arrangements to deliver corporate facilities maintenance and repairs, Housing maintenance and repairs as well as soft facilities management related services.
- **Early Prevention and Intervention** – will consider arrangements around early intervention and prevention activities focused within Children and young people social care, homelessness and criminal justice services. This redesign process will look to build upon long term approaches developed by the Council over many years that has sought to develop and implement strategies to mitigate cost growth in social care settings through carefully planned commissioning and service redesign projects. Such approaches have sought to deliver first and foremost better outcomes for families and young people, whilst reducing demand for and cost of service provision. It is recognised key developments in this particular service redesign are likely to deliver benefits over both the short, medium and longer term, recognising the nature of the service and the need to maintain stability for existing clients.

6. Workforce Planning

- 6.1 Given the scale of the anticipated financial challenges to be addressed over the medium term and the element that is expected to be delivered through the change and transformation programme, it is recognised there will be an inevitable requirement to manage the workforce requirements of the Council on a phased basis over the three year period.
- 6.2 In this context, it is critical that the Council not only delivers genuine change and transformation across the Council to ensure service sustainability but is well prepared to manage this process of workforce change in a structured fashion. This will support a smooth transition of organisational change whilst delivering the necessary reduction in the workforce in a manner which seeks to safeguard as far as possible existing employees. The implementation of the undernoted actions will assist the Council in proactively preparing for such workforce changes as part of each of the defined service redesign processes.
- Vacancy Management - the use of Vacancy Management will assist in realigning the workforce and provide flexibility on how we implement workforce change.
 - Review of Contract Arrangements - active review of existing short term appointments and contracts will be undertaken to determine if there is a continuing need for such arrangements to be renewed or extended, and whether vacancies are to be filled as they come to a natural end. In addition, such posts where deemed to have a continuing need may be utilised to assist in the potential redeployment of employees who may be displaced as a result of service efficiencies as referred to below.
 - Voluntary Severance Scheme – it is unlikely the above measures will in themselves be sufficient to generate an adequate reduction in workforce numbers over the three year period. Similar to previous years therefore, it is intended that the Council's voluntary early retirement and voluntary redundancy scheme be made available to the workforce. It is therefore intended that running alongside the change and transformation programme, will be a severance programme seeking expressions of interest in voluntary early retirement/ voluntary redundancy from those areas of the workforce affected by the specific services being reviewed. Benchmarking of the Council's existing scheme offer to employees across Scottish Local authorities has recently been completed. This has confirmed that relative to others, the Council's existing severance scheme offer for voluntary early retirement for those officers eligible to access their pension (enhancement to pension entitlement of up to 4 added years with up to 30 weeks redundancy) is within the middle cohort across Scotland. Contrasting this position, the offer under voluntary redundancy arrangements (up to 45 weeks redundancy pay) is at the lower end across Scotland. In this context it is proposed to enhance the voluntary redundancy package to an offer of up to 52 weeks dependant on age and length of service. This would lift the Council's offer to within broadly the middle cohort of councils across Scotland and would provide a more attractive offering to secure a potentially greater level of interest in voluntary release from officers not yet eligible to access their accrued pension entitlement. As with all previous years and in line with accepted good practice, achieving an appropriate payback period of approximately 2 years will continue to be adopted when assessing use of the voluntary severance scheme as part of delivering overall change and transformation. Additionally, in line with existing governance requirements an annual report will be provided to the Finance, Resources and Customer Services Policy Board on the use and application of the scheme and the overall payback period secured each year.

- Redeployment – it is recognised that despite the use of the above measures to manage the required reduction in the workforce in service areas undergoing transformation and change, there remains the potential for some existing employees who wish to remain employed with the Council to be displaced from their current roles. In such circumstances the Council will look to manage affected employees through existing redeployment arrangements.

7. Engagement and Communication

7.1 In the previous report to the Board, it was outlined that strong communication and engagement will be a key ingredient to support success in this next phase change and transformation. In this context, an integral element of the reshaped transformation programme moving forward will be 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.

7.2 Our Values/Our Renfrewshire Engagement Programme

7.2.1 As reported to the Board in February, plans were outlined for an early engagement programme with staff and local people to stimulate discussion on the Council's organisational values providing the opportunity to ensure this early work informed the developing shape of the change and transformation programme.

7.2.2 The purpose of the engagement was to clarify the Council's collective values and use this to build our brand, shape our people policies, improve communications and be clear about the role and future purpose of the Council - what the Council stands for, what is most important to us and our promise to staff and communities. This will help to drive a workplace culture that will support Right for Renfrewshire – the brand for this next phase of change and transformation - and realise the Council's future vision. It will also become the foundation for an informal agreement with staff and communities on how we will work together to continue to build a better Renfrewshire in the coming years.

7.2.3 Our Values/Our Renfrewshire engagement ran from April to June and engaged almost 4,000 individuals – staff, local citizens, young people and elected members:

- All services within the workforce took part in Our Values; 967 members of staff took part in workshops and 818 took part in an online staff survey providing invaluable insight into the values most important to staff and the workplace culture required to support future service delivery and staff wellbeing.
- 2,214 local people completed the Our Renfrewshire online survey or took part in community engagement sessions, facilitated by Engage Renfrewshire. Three sessions took place with young people delivered by Youth Services. The results of this engagement provide insight into current perceptions of the Council, the importance of public service, areas for improvement and the values that matter most to people.
- Interviews took place with 8 elected members – 3 administration, 3 opposition and 2 independents, and one local MP. This took the format of an hour-long Q&A on public perceptions of the Council and the values most important to local government services and our collective success.

7.2.4 The engagement programme was well received and has identified common values most important to Council staff in the delivery of public services and most important to local people in their relationship with the Council. The Our Renfrewshire engagement campaign was publicly backed by the Council Leader and carried in the local press and Renfrewshire-wide digital sites and community websites. 29 posts were issued via the Council's social media channels, reaching an audience of 510,863. Combined media coverage throughout the campaign achieved a final OTSH figure of 1,188,794.

7.2.5 Analysis and research findings

A significant amount of data was collected through the engagement programme and analysis of the findings took place over a period of 6 weeks and re-tested to ensure the integrity of the findings. The combined data was cleansed, and weighted, common words grouped to add more validity to the analysis and the most significant were analysed for meaning. All questions asked of the groups involved in engagement were reviewed and analysed. Results for each group were ranked and defined, and then merged. This has provided a list of 10 values considered to be most important across all groups:

Value	Staff	Community
Respect	83%	17%
Honest / honesty	80%	20%
Support / Supportive	66%	34%
Help / Helpful	16%	84%
Fair / Fairness	56%	44%
Efficient / Efficiency	12%	88%
Responsive	3%	97%
Trust	77%	23%
Progressive	78%	22%
Innovative	73%	27%

Further development work is taking place with the Corporate Management Team to translate findings into meaningful values statements that will underpin the future organisation, our people policies and the development of our brand. The statements will be tested with staff before launch and will provide guiding principles for the organisation as we continue our transformation journey, reflect our role in public service and will shape how we act and communicate in future.

7.2.6 Next steps

The next steps in this process will commence from October, building on the Council's agreed values and will include 2 main areas of work:

- Development of a values and behaviours framework integrated across our people and HR policies and internal communication of our organisational values. The framework will be used as a foundation for Right for Renfrewshire and to underpin future culture change across the organisation.
- Development of our Council brand and a refreshed brand communication strategy and brand narrative, targeting local people and partners and supporting the Council's future transformation. This will include developing a new Council website.

Engagement results will continue to be communicated and shared with staff, local groups and residents and the project commences. In addition to the specific engagement associated with this values exercise, there will be regular engagement and communication channels maintained with both the Trade Unions and staff as the change and transformation redesign programme progresses. This will include general engagement and communication across the whole workforce, with deeper engagement and communication arrangements deployed as part of specific service redesign exercises, targeted at the staff groups and stakeholders most directly touched by the redesign exercises.

- 7.2.7 As previously indicated regular update reports will be provided to the Board at appropriate key stages in the delivery of specific service redesign exercises outlined in the report.

Implications of this Report

Financial – The report provides a brief 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. The report also references an expectation of the Council being required to access additional skills and capacity to progress the programme and that the financial implications of this will be contained within existing approved resources.

HR & Organisational Development - as outlined in the report. Specific implications on the size and shape of the Council's future workforce will emerge as detailed service redesign exercises are progressed and will be reported to the board at appropriate milestones in the programme.

Community/Council Planning – any implications will emerge as part of future changes agreed as part of the programme. 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 – any implications will emerge as part of future changes agreed as part of the programme.

Property/Assets – any implications will emerge as part of future changes agreed as part of the programme

Information Technology - implications will be subject to any future changes agreed as part of the programme.

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

Health & Safety - any implications will emerge as part of future changes agreed as part of the programme.

Procurement – any implications will emerge as part of future changes agreed as part of the programme.

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.

Cosla Policy Position – n/a

List of Background Papers

(a) Background Papers - none

Author – Alan Russell, Director of Finance & Resources