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**To: Leadership Board**

**On: 2<sup>nd</sup> December 2020**

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

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

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**1. Key Messages**

- 1.1 In February 2020 a previous report 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" (R4R).
- 1.2 The February 2020 report provided members with an update on the first series of changes emerging from the tranche 1 service redesign exercises. R4R 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. In this context and in parallel to the proposed implementation programme for the tranche 1 service redesigns following the February report, it was planned that work would commence over the first half of 2020 to scope the next tranche of the programme.
- 1.3 The Council's medium term financial strategy had established a central planning scenario of being required to secure £25 million of transformational savings from the Right for Renfrewshire (R4R) programme over the period 2020-23. The 2020/21 budget incorporated the planned delivery of savings arising from the first tranche of R4R changes which were forecast to deliver only circa £5.8 million of recurring savings over the period 2020 - 22.
- 1.4 Following the onset of the coronavirus pandemic in the first quarter of 2020, the R4R programme was formally paused in response to the Council and its resources being fully focused on managing the COVID19 response. The delivery and implementation of the initial tranche one R4R transformation changes have been disrupted and delayed; as has work to bring forward and develop the second tranche of R4R transformation changes intended to support the delivery of the much more significant balance of savings of circa £19 million over the remaining period 2021/22-2022/23.

- 1.5 It was previously reported to the Board that as part of the tranche 1 service redesigns a net reduction of around 130 full time equivalent posts across services was planned to be facilitated predominantly through the release of employees under voluntary severance. As part of managing the Council's COVID19 pandemic response coupled with recognising the delay to the implementation of the transformational change, a number of the planned staff releases were postponed to the end of 2020/21 through voluntary agreement with individual staff members. This approach sought to support wider Council capacity during the pandemic response whilst seeking to continue to ensure a structured and well managed release programme aligned to the process of change and transformation, mitigating the risk of service disruption.
- 1.6 As reported to full Council in September as part of the updated Financial Outlook report, the pace at which the Council is able to step back up and deliver this strategic transformation programme over the medium term period is subject to significant uncertainty and will require to be balanced with the ongoing demands placed on the Council from both the COVID19 emergency as well as the increased demands to support the subsequent social and economic recovery across Renfrewshire.
- 1.7 This report provides the board with predominantly an update on the revised implementation arrangements for the tranche 1 service redesigns, which the Corporate Management Team have been focused on remobilising over recent months. COVID19 continues to significantly impact corporate capacity and this is now expected to continue well into 2021. Therefore, it is likely that work to establish plans for further tranches of change projects will be similarly pushed back into 2021.
- 1.8 Notwithstanding and as outlined in more detail in the report, the experience of the COVID19 response has in some instances reaffirmed existing direction of travel and indeed accelerated some aspects transformation. This has been particularly true in respect to the digitisation of services, where uptake in transacting digitally with the Council and households registering to use the Council's Customer Portal having both accelerated significantly during the pandemic. Additionally, the scale of response from communities to provide support to the most vulnerable across their own areas and work in partnership with the Council throughout the pandemic has provided strong real time validation that the underlying principles of the Community Development redesign were sound and that even more potential exists to work much more effectively and productively with communities . The scale of the community response during COVID19 has provided a solid foundation and a real opportunity to successfully build upon this experience and support 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, creating more integrated joined up services which are responsive to local needs, and are simpler to navigate from the perspective of the service user/ customer or citizen
- 1.9 In addition, although the objective to secure £25 million of recurring savings from the R4R programme remains a major and very necessary objective to support the financial sustainability of services, it is now expected that the phasing of future savings arising from the programme will unavoidably change significantly from that previously assumed as part of the medium term financial plan.
- 1.10 Notwithstanding, the delivery of sustainable savings from the R4R programme has quickly become much more critical as a consequence of the impact of COVID19, with achieving medium term financial sustainability now an acute challenge for the Council.
- 1.11 This significantly heightened financial risk profile reinforces the need for the Council to be decisive, making more substantial and at times more challenging decisions than it has previously in order fully commit to the delivery of significant change and transformation. Without substantial levels of managed transformation and change

delivered at pace once we are beyond COVID19, the Council risks drifting into a financial crisis. Such territory would require the Council to rapidly reduce, cut and downsize services in order to address a growing financial sustainability gap and meet its legal requirement to achieve a balanced budget.

## **2. Recommendations**

### **2.1 It is recommended that the Board:**

- i. Note the latest update on the Right for Renfrewshire Programme.
- ii. Note the progress achieved in relation to the tranche 1 service redesigns and the revised implementation timelines in the context of the disruption caused by the COVID19 pandemic to the programme delivery.
- iii. Note the expectation that the delivery of future savings from the programme is now expected to be significantly altered from previous planning assumptions by the ongoing impact of the COVID19 response and recovery period and that the impact of this significant change has informed the recommended adjustments made to the financial strategy approved by Council in September 2020.
- 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 identification of those service areas that will be proposed to constitute tranche 2 of the programme.

## **3. Background – Right for Renfrewshire**

### **3.1 “Right for Renfrewshire” (R4R) represents the fourth phase of what has become a long term strategic programme, with major change and transformation being consolidated as a permanent and recurring feature of the Council’s strategic agenda.**

### **3.2 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.

3.3. Over the course of the second half of 2019, the Corporate Management Team progressed 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 R4R programme.

3.4 The redesign exercises were framed around functional service groupings cutting across existing service structures and deployed a standardised approach and methodology, creating consistency in both approach and deliverable outputs from each exercise. The following redesign exercises are encapsulated within R4R tranche 1:

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

3.5 The financial strategy at that point was underpinned by a requirement for the R4R transformation programme to support the delivery of £25 million of recurring revenue savings over the medium term period to 2023. An initial phasing assumption of savings of £7 million, £13 million and £5 million was made for each financial year through to 2023. The approved 2020/21 budget ultimately planned for £3.5 million of recurring savings to be released in 2020/21 with a further £2.3 million of linked full year effect savings in 2021/22 from the Tranche 1 service redesigns. To remain broadly in line with the financial strategy at that time, a further £14 million of transformation savings would require to be secured as part of the 2021/22 budget and a further £5 million in 2022/23.

3.6 Members will however be aware, that at the onset of the coronavirus pandemic, a decision was taken to formally pause the R4R programme, recognising the capacity of the Council was required to be fully diverted to support the emergency response. The Council continues to remain on an emergency footing in line with the new Strategic Framework now operating significant restrictions across Scotland as part of the ongoing public health response to managing what is now recognised as the second phase of the pandemic over the winter period.

- 3.7 The corporate management team has over recent months been remobilising the R4R programme with the initial focus on stepping back up implementation of the tranche 1 service designs that were paused earlier in 2020. In addition, due to the requirement to continue to divert resources to supporting the ongoing COVID19 response and subsequent social and economic recovery, it has not been possible despite best efforts to progress any meaningful work in relation to identifying, scoping and developing further tranches of transformational activity.
- 3.8 It is therefore recognised that the R4R programme has and is likely to continue to suffer significant delay in the context of the original three year financial strategy planning horizon. Additionally, there remains a significant risk that even once remobilised and restarted, the pace at which transformation work can progress will continue to be hampered and constrained by the capacity of the organisation continuing to flex to support the changeable demands that emerge from the ongoing emergency response and recovery process.
- 3.9 At this stage, it is now inevitable that the phasing of the targeted R4R savings of £25 million will change significantly from that previously assumed as part of the medium term financial plan. It is likely that only limited further savings will be deliverable during 2021/22, with delivery of the majority of the planned savings pushing back into 2022/23 and potentially extending into a fourth year in 2023/24. The scope, scale and planned savings associated with a second tranche for R4R is expected to be brought forward to the Board in February, to provide financial planning certainty for the 2021/22 budget process. However, it is expected at this stage, that this will be relatively smaller in scale and focused on areas less immediately impacted by the COVID19 demands.
- 3.10 In part in response to the context of the disruption to the transformation programme and delivery of associated savings along with a range of other uncertainties which have increased the risk of significant financial volatility for the Council, the September Council meeting approved a range of adjustments to the Council's financial strategy. However, as outlined to the full Council, such adjustments are temporary in nature, and are designed to: -
- mitigate short term financial volatility risk,
  - mitigate the need to make unstructured service cuts to achieve an immediately balanced budget in 2021/22 and
  - secure the Council time to continue to recover from the COVID19 disruption and remobilise at scale the delivery of managed and sustainable transformational change as originally planned.
- 3.11 As outlined to members previously, R4R is now the primarily vehicle to support delivery of the Council's financial strategy following the natural conclusion of other major contributors such as the long term debt smoothing strategy. In this context, it is a necessity, to secure the financial sustainability of services, that the Council remains highly focused on delivering the R4R transformation programme and securing the targeted £25 million of savings.
- 3.12 Indeed, this has rapidly become much more critical as a consequence of the impact of COVID19, with achieving medium term financial sustainability now an acute challenge for the Council. Should the Council fail to achieve this financial objective or fail to achieve it at the required pace, and in the absence of any unexpected and significant positive change in the key drivers underpinning the Council's financial outlook, there is a severe risk that this will develop into a major financial crisis for the Council over the medium term.

- 3.13 This significantly heightened financial risk profile reinforces the need for the Council to be decisive, making more substantial and at times more challenging decisions than it has previously in order fully commit to the delivery of significant change and transformation. Without substantial levels of managed transformation and change delivered at pace once we are beyond COVID19, the Council will, as referred to above, risk drifting into a financial crisis. Such territory would require the Council to rapidly reduce, cut and downsize services in order to address a growing financial sustainability gap and meet its legal requirement to achieve a balanced budget.
- 3.14 Outlined in the main body of this report are updates in relation to each of the tranche 1 reviews. As covered in greater detail in respect to each individual update, the planned savings from the tranche 1 service reviews remains unchanged in overall terms, but with a material shift in the phasing of recurring savings being released with this now expected to be £1.6 million in 2020/21, £3.5 million in 2021/22 with £0.7 million now expected to slip into 2022/23.

#### **4. Customer Transactions**

- 4.1 As previously outlined for elected members, 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.
- 4.2 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.
- 4.3 In this context, the Customer Transactions service design has been focused primarily on the delivery of existing transformation and modernisation projects, that seek to accelerate the deployment of new digital capabilities and adoption of underlying service re-design principles.
- 4.4 The key enablers of the planned service transformation are focused upon the full deployment of existing digital capabilities developed in recent years. In this context, the intended direction of travel in relation to service change was already 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. As previously reported to the Board, the key programmes being taken forward as part Customer Transactions includes the expansion of deployment of Advance Automation, the ongoing development and deployment of Business World, continuing to progress at pace the digital first programme to accelerate 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, and lastly Digital Customer Services modernising the offering provided through our existing customer engagement channels.

#### **4.5 Overview of Implementation Progress and Impact of COVID19**

The planned programme of implementation work has suffered an inevitable degree of disruption as a result of COVID19. The most obvious impact has been the need to continue to progress this transformational programme remotely, with all associated staff operating from home since late March. Despite the additional challenges such working constraints bring to progressing the critical collaborative work that underpins this work programme, the service has continued to make significant progress. Although there has been inevitable slippage in some areas of planned work, in some instances there has been a very significant acceleration of planned transformational changes in direct response to the demands emerging from the COVID19 response.

4.6 In addition, the advent of COVID19 restrictions has placed very particular demands on the wider public to interact and engage with the Council through digital means as a direct consequence of lockdown restrictions and the closure of face to face contact services. Consequently there has been a marked increase in the shift to digital engagement with monthly digital transactions tripling in volume over the course of 2020 and the number of registered MyAccount users increasing to 69,476 representing more than 4 out of every 5 households in Renfrewshire.

4.7 In addition, the Council's digital capabilities have been critical enablers during the pandemic period to support the rapid deployment of a wide range of financial support measures to families and businesses. The digital capabilities in terms of both the underlying technology but also in-house skills, have ensured large scale application and payment processes have been deployed digitally in a rapid fashion, supporting streamlined and efficient processes from application through to payment.

4.8 Overall, the onset of and period of the core pandemic impact has been less disruptive to the planned delivery of this service design than may have been envisaged, due primarily to the underlying technology capabilities already established and the high level of in-house skills developed over recent years, which ensured the service capabilities remained highly adaptable to the changed working environment.

4.9 Prior to COVID19, the Customer & Business services implementation plan was targeted at supporting the staged release of savings over the course of 2020/21. It was estimated that the overall phasing of associated financial savings would amount to £1 million in 2020/21, increasing to £2.170 million on a full year recurring basis moving into 2021/22. As a result of the associated disruption, it is now envisaged that the full transformational change will now be completed in the lead up to the summer period 2021 changing the shape of the phasing of savings delivery to be broadly £0.8 million in 2020/21, increasing to £1.9 million in 2021/22 with the full year saving of £2.170 million per annum taking effect from financial year 2022/23. In addition to the staffing changes, around £1m of net savings were planned from Council Tax yield growth and this is expected to push back into 2021/22, reflecting the overall disruption to collection activities in 2020/21.

### **5. Placeshaping**

5.1 Members will recall from the update report to the Leadership Board in February 2020 that a service redesign of a range of strategic functions across the Council had been agreed as a Tranche 1 review, including for example Regeneration, Economic Development, Land Use Planning and Development Management, Tourism and the delivery of our key infrastructure programmes focussed on the development of Renfrewshire as a place.

- 5.2 The report identified that Placeshaping was about using our resources and influence to lead, support and promote the wellbeing of our communities and citizens, and that the Council has a strategic role in setting the vision for Renfrewshire as a place, providing political and economic leadership that can bring together the wider public sector, knowledge institutions and our business, voluntary and community organisations to help secure the future well being of Renfrewshire and the people who live here. The report identified that a new approach to Placeshaping at that time was a significant opportunity to work better with partners and ensure everyone benefitted from the economic growth that we were projecting at the start of the year including from the developments at AMIDS, our cultural regeneration programme and the Clyde Mission recently identified by the Scottish Government as a key asset.
- 5.3 Since the onset of the pandemic, the Council has played a key role in Renfrewshire in the crises response, working with partners, industry and communities to both manage the immediate impact of the virus, but also to plan for our economic and social recovery as a place. There has been a real focus in recent months in Renfrewshire on true partnership working between the public, private and third sectors, to deliver an holistic local response to the many challenges we have faced together as a place, with the nation's recovery plans underpinned by a well-being economy. This aligns closely with the objectives of our planned approach to placeshaping. The principles of placeshaping and the need for us to reconfigure and integrate these key services in the Council have been further reinforced and strengthened over the past eight months, to ensure Renfrewshire is in the best possible position to tackle some of the challenges ahead and seize any new opportunities, including the importance of developing a resilient place for now and the future, the impact of new ways of working across Renfrewshire, the increase in opportunities for active travel, and the new challenges for our local economy and being ready to respond to any opportunities through our recovery planning.
- 5.4 Whilst the reorganisation of services has been delayed, and a number of those who had planned to leave the Council agreed, at the Council's request, to remain in service until March 2021 as a direct result of the pandemic, officers are now progressing the reconfiguration of services over the remaining months of the current financial year in order that the planned financial targets (£0.615 million of savings towards the Council's financial strategy through the use of VR/VER reducing the staffing complement 10 posts) can be delivered and services are able to continue to operate effectively once the posts are vacant.
- 5.5 To better support greater integration of specialist functions, sharing of knowledge, skills transfer and ultimately maximise the impact of all these services at the Council's disposal, the main changes to the management arrangements now being progressed includes the identification of the Head of Policy and Commissioning as the strategic lead officer to support the work of the Climate Change Sub Committee and the important work they are leading on the development of the Council's Climate Change Adaptation Plan. This will allow stronger links to be created across a range of Council services engaged in this work including transport, environment, planning and economic development. In addition following the resignation of the previous strategic lead for Future Paisley, this work across the Council and its key partners will be broadened to focus on a wider set of strategic objectives both for Paisley and the wider geography of Renfrewshire, led by the Head of Marketing and Communications, with the cultural lead sitting wholly with the Chief Executive of Renfrewshire Leisure. The management of the work of the City Deal team and the cultural infrastructure team will be brought together to ensure we maximise the skills and resources available to deliver these strategically important programmes, and there will be a reorganisation and integration of the existing regeneration, economic development and planning and development management teams, with a fresh focus on economic recovery, our approach to inclusive growth, ensuring that opportunities for economic investment are available to



all members of our communities, and bringing all of the place planning services together in the Chief Executive's service. Whilst there will be some changes at senior officer level in terms of operational roles and responsibilities, there will be no impact on the political management arrangements. It is anticipated that the changes to the management structures will be implemented by Spring of 2021, and members will be kept fully briefed on any key changes.

- 5.6 Finally, whilst the planned review of surplus land and commercial property have yet to commence, the planned implementation of the new system to enable Development Management to operate digitally remains on track and will be operational from 5<sup>th</sup> February 2021. As well as providing our Development Management and Building Standards teams with a much improved ICT system, it also gives us the capability to use this to increase the efficiency of our current business processes and modernise ways of working.

## **6. Community Development**

- 6.1 The vision for the Community Development 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.

- 6.2 The February 2020 report noted the following areas in scope for this service design:

- 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.
- The scope of the design is to be amended to reflect a wider definition of advice services including homelessness and housing advice and income advice services – with a view to developing a streamlined pathway for advice services. In addition, since COVID the establishment of Neighbourhood Hubs and support and development of these hubs should also be added to the scope of this design. The next phase of development work will also look at opportunities to integrate some HSCP and RL activities with the neighbourhood hub model and to look at opportunities for joint commissioning.

6.3 Since the February report there has been significant progress in this service design.

- The service design is on track to deliver the targeted £0.522 million of savings with £0.253 million being delivered in 20/21 and the balance in 2021/22 through a planned and managed reduction in staffing utilising the Council's voluntary severance arrangements as outlined for the Board in February 2020.
- The design of the proposed locality model and pilot approach although paused as a consequence of COVID-19, aspects of the service design have progressed rapidly as part of the COVID19 response including the establishment of neighbourhood hubs which were established in response to the pandemic and which have proven invaluable providing a linkage between communities, volunteers, third sector partners and the council and partner teams who have been working together to support the community through the crisis. In addition the Local Assistance Team was quickly mobilised and brought together members of staff from across service areas to manage inbound and outreach calls and proved a successful model for providing advice and support and enabling linkages to support services for households who needed support including food and income advice.
- Seven neighbourhood hubs have been established broadly correlating with the seven local partnership areas and providing strong foundations for future development of community and third sector relationships. Work will proceed in this next phase to formalise the structures that are required to support the ongoing development of these neighbourhood hubs and to integrate them into the planned locality operating model.
- Through the course of the pandemic many council services including housing and advice services have been delivered by phone and online changing the service access model for these services. There are key learnings from the experience of these new approaches to service delivery that will be taken forward into the next phase of this service redesign with the key next steps to be progressed
  - Develop the structure and resources required to support the continuing development of the neighbourhood hubs.
  - Develop the arrangements required to support the locality operating model.
  - Progress the development of the integrated advice services model.
  - Progress the development of the generic community development model.

## **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. 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 The Community Protection service redesign builds on the approach developed in Community Safety as part of the previous Better Council programme. The progress achieved on the service redesign as part of the R4R programme has delivered the initial targeted savings in line with the planned programme through the voluntary severance programme and was on track to deliver subsequent savings and changes prior to pause of programme.

### 7.3 Impact of COVID and Brexit

COVID-19 and Brexit are presenting significant additional challenges in relation to Community Protection. Regulatory functions have experienced significant pressures as part of the Council's COVID-19 response and as part of the Council's statutory duty to keep people safe – including significant new Legislative and Statutory Obligations relating to public health, Test & Protect, supporting businesses, enforcement responsibilities etc. The service has also been instrumental in the establishment and management of the Schools Contact support team and the establishment of a Local Assistance Team to support vulnerable individuals and those required to self-isolate.

7.4 In line with similar regulatory services across Scotland, the requirement to redeploy staff to support COVID-19 response activities has impacted on normal day to day food standards and enforcement work leading to a reprioritisation of workload which has been recognised by national agencies relaxing some of their normal expectations and requirements in relation to statutory inspections - however this backlog of work will require to be addressed as soon as possible.

7.5 These pressures strengthen the requirement to increase capacity and build resilience in relation to the Community Protection service as outlined in the original R4R commissioning specification. It is therefore now important to continue with the work required to:

- Review and streamline management structures. The service redesign will create a structure of generic posts supporting a relatively smaller proportion of specialist, professionally defined roles. Some specialist support roles will be reduced with key elements of service provision continued in professional and generic roles as appropriate.
- Develop integrated management structures and shared support activities to cover Roads Parking Enforcement and Licensing within the Communities and Public Protection service and undertake an associated review of the management of the Licensing administrative support function to reflect its more focused remit.
- Redesign management structures within Communities and Public Protection. This will involve the removal of management posts within community protection and redeployment of postholders into relevant posts within the Developing Communities service

- Identify, consider and evaluate income generating and charging opportunities across a range of activities including a review of licensing, enforcement and other regulatory fees and charges to ensure they are in line with other Councils and the provision of additional services and cost sharing with partners in relation to operation of the Community Safety Partnership Hub.

## 7.6 Current Position

Since March 2020, the first tranche of staff reductions was released in line with plans through voluntary severance supporting the delivery of £0.164 million of recurring savings during 2020/21. However, as a result of the review process being paused the full delivery of the redesign of the service has not been completed. It is recognised the service resource and capacity is at this point coming under increased strain. In this context, in the short term, regulatory and enforcement capacity will be maintained to ensure the Council's resilience and ability to deliver on statutory and regulatory requirements during the pandemic and as the service and community is impacted by Brexit is maintained.

The initial R4R review recognised that recruitment and training for qualified regulatory roles is difficult, with a shortage of staff nationally with the required skillset and qualifications – meaning growing capacity and retaining experienced regulatory employees was seen as a priority. The restructure proposed as part of R4R was to support the service in meeting this capacity and skills objective.

Given the unique challenges emerging from COVID19 and the impending Brexit it is now proposed to move forward with R4R service redesign as outlined in the original R4R review to establish a stronger and more resilient service focused on prioritising the areas of greatest risk. In the short term to maintain resilience and capacity this will be progressed without further reductions in the staffing structure with the planned reduction being implemented over the medium term pushing the delivery of further planned savings of £0.282 million into 2022/23.

This will support the delivery of the benefits as set out in the original R4R commissioning specification and bypass immediate recruitment and retention difficulties through establishing a 'grow your own' approach to internal team development and training for EHO's (already proven to be successful in Trading Standards) and increase the capacity and resilience of the overall service to meet the challenges of COVID-19 and Brexit.

## 8. Facilities Management - Catering

- 8.1 In line with plans previously outlined for the Board in February, the school and social care catering services redesign has progressed over this financial year with the planned services changes being undertaken across the school estate with the integration of the community meals service within the Council's catering service accelerated, due to the pandemic, when the Council took over the operational delivery of the service under the facilities management service in March 2020. The community meals service has since been reviewed and redesigned to update menus and delivery logistics, to make the service more efficient through the use of routing technology and resources needed to deliver the service to link in where required with customers planned care visits.
- 8.2 Over the coming months following the completion of the integration process and a move to new delivery models across the school and social care services, further elements of the redesigns will be taken forward. This will include a more detailed redesign of the community meals service, looking at the medium term needs of the service, its assets and to support a growing demand for the service, particularly in the

context of the experience gained through the COVID19 pandemic. It is expected that further redesign changes and efficiencies will emerge through this process that will be incorporated in to the future R4R benefits pipeline.

## **9. Facilities Management - Office & Service Workspaces**

- 9.1 In February this redesign set out to modernise the way in which Council services operate and the role our offices and operational buildings play, recognising the need for less formal desk space and greater use of technology for the workforce and for customers to engage with the Council. The Covid19 pandemic required the Council to transform how it operated overnight, making greater use of flexible technology, using less buildings and the buildings that have been opened used in different ways for different services.
- 9.2 There has been a significant amount of learning undertaken during the pandemic which has informed significantly understanding of how we can work more flexibly in the future, what and how we use buildings and what the post pandemic office and service building could look and operate like. The remote and flexible working model enforced on the Council by the pandemic has accelerated thinking and demonstrated that the Council has the technical capability to operate with a reduced building portfolio, what our key buildings require to deliver and that there are clear opportunities to rationalise and use buildings differently in the future.
- 9.3 The rapid transformation at scale to remote working and the use of flexible technology has shown that moving forward there will be a need for the radical redesign of more flexible work areas within buildings with greater meeting and collaboration space, with the requirement for physical fixed desks for office based staff reducing substantially as the Council transitions towards a “hybrid” remote working model.
- 9.4 The pandemic has informed and allowed early thinking on the key attributes that could underpin a significant strategic shift in our building needs of the future, acting as a catalyst for a much more radical transition to large scale flexible working than would have previously been thought appropriate for an organisation such as the Council.
- 9.5 Nevertheless, it must be recognised that operational delivery during the pandemic is far from normal both in terms of the Council operational arrangements, service demands and indeed the expectations that are placed on the Council by the public. It is important that a major acceleration to a hybrid operating model is not informed solely by the experience through the pandemic but also considers how the Council will operate moving forward, how future services are being redesigned through R4R, how the Council's workforce needs may change and have been altered through the COVID19 experience and lastly the long term and lasting changes that are likely to emerge in how the public and business engage with the Council. In this context planning and design work is commencing now to inform a structured assessment of the scale, timing and investment requirements to support a major strategic shift in the future use of buildings. This was already outlined in the February report to the Board as a medium term programme of work but is likely to accelerate in both pace and potential scale of change moving forward over shorter term period.

## **10. Facilities Management - Community Facilities Booking and Access**

- 10.1 The redesign is intended to 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 is 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.
- 10.2 Since the start of the pandemic the majority of the Council's community facilities have been closed, with buildings made available to support the delivery of learning,

childcare, neighbourhood hubs and for community groups providing services in support of responding to the pandemic. The planned review of the facilities has continued to progress over the last 6 months with a detailed understanding of the use of community facilities clearly established, identifying the single largest use of community facilities being to provide wrap around childcare focused around school provision.

- 10.3 Over two thirds of all community bookings are in the evening, with the planned redesign of the staffing model moving to a peripatetic model that supports the usage required by communities and which has facilitated as planned the release of £0.200 million of associated savings phased equally across 2020/21 – 2021/22. Access to some of these facilities during the pandemic was undertaken on a self access and egress model. Empowered community self access is one of the key aspects of the redesign and the examples piloted over the last 6 months has proven to be successful and will be taken forward into and inform the longer lasting redesign. As outlined in the original redesign scope, the pricing structure and booking system are being actively reviewed and redesigned over the months ahead to create a simplified pricing structure and digital booking capability. The progress and outcome in relation to these ongoing aspects of the service redesign will be reported to an appropriate future board cycle.

## **11. Facilities Management - Integrated Hard Facilities Management**

- 11.1 The integrated hard facilities management and redesign was put on hold during the pandemic. The work to fully develop the detailed design of the integrated FM service required will restart in early 2021 will be subject to future reporting.

## **12. Prevention and Early Intervention**

- 12.1 Members will recall that the Prevention and Early Intervention service redesign is focused on improving the lives and outcomes of the most vulnerable members of Renfrewshire's communities. The service areas covered by this review are Children's Social Work, Criminal Justice Social Work and Homelessness Services (including Housing Options and refugee resettlement). Work has been undertaken to refine the scope of this review and to strengthen the linkages with the Community Development review. Homelessness services and housing options will now be integrated into the streamlined advice services model as part of the Community Development workstream. The redesign continues to explore opportunities 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.
- 12.2 The experience of the current pandemic has reinforced that families, young people and individuals want services/support to be provided at the earliest point when problems or challenges first arise. Many of our services continue to be provided at a point of crisis and this redesign aims to reshape services to allow greater intervention at the first sign of a problem to prevent further escalation.
- 12.3 The primary objective of the redesign continues to be reducing failure demand from crisis situations thus ensuring optimum use of the resources available to the Council. The future service design will ensure that the Council continues 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).
- 12.4 This redesign will also incorporate the findings of the Independent Care Review which highlights the needs to focus on prevention and early intervention, improve family support and reduce demand for crisis intervention.

- 12.5 At present, the ongoing work is focused on the redesign of the children's residential service, building on the successful approach to addressing the balance of care provided in children's social work; building capacity to provide care and support locally for children who were not able to remain with their own family and to develop a family support model to prevent family breakdown.
- 12.6 Work continues to concentrate on exploring ways to improve how we 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.
- 12.7 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 demand for long term high cost crisis intervention services, naturally reducing costs associated with the provision of both internal and external care services over a period of time.
- 12.8 Further work is also 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.
- 12.10 The Prevention and Early Intervention redesign work was at an early stage when the last report was provided in February 2020, with work predominantly paused between March to October 2020. The workstream design group has now been reactivated to progress the key issues outlined above and continue to contribute to the overall transformation objectives of the programme and also the financial objectives to achieve sustainable cost reductions. However, it is recognised that this service redesign, has constraints in this regard. The release of financial benefits is 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. Additionally, there may be a need for the Council to invest to change in order 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. Our Values – Communication and Engagement**

- 13.1 The Council's final corporate value statements and supporting behaviours were reported to Board in February with a planned roll out across the Council from April. Due to the national COVID-19 lockdown in March 2020 the launch campaign was delayed until June 2020.
- 13.2 The formal Our Values launch took place in mid-June and documented part of the Council's response to the global health crisis and the significant contribution the Council made to support the national response. The crisis provided an unexpected opportunity to demonstrate our values in action as we supported key workers, communities and businesses during unprecedented circumstances; we are fair; we are helpful; we are great collaborators; we value learning. The launch package included:
- Production of a [launch film](#) featuring our staff and members of the local community together,

- Values [case study films](#) of employee's personal accounts of our values in action and an invitation to all staff to share their stories,
- Design and publication of [Our Values webpages](#),
- Design and publication of a Living Our Values guide – issued digitally to council staff and posted in hard copy to those without a council email address,
- Development of Our Values manager training programme.

13.3 Further promotion of the Council's values took place to mark World Values Day in October:

- [senior leaders shared their experiences](#) of the council's response to the COVID-19 pandemic through the lens of our values.
- Videos and blogs were published to mark the global campaign to highlight values in action.
- Staff produced a values in action pledge and a [showreel of their photographs is available here](#).
- Values action plans were developed, enabling teams to consider how values and behaviours can be lived in day-to-day interactions and activities.

13.4 To ensure Our Values are embedded long-term in day-to-day council life, a new tone of voice guide and brand model has been developed to inform external council communications with local people and partners through all channels, including face-to-face communications. This includes the development of a new council website. Our values are a key part of the Council's internal communication and engagement strategy and are integrated with HR & OD's People Strategy, supporting policy development across the employee journey and directing effective employee engagement. A key focus has been embedding the values within the Council's recruitment process - including the redesign of the council's My Job Scotland content, and they will be included in all job adverts from 2021. Values training for managers 'Leading Our Values' will be launched on iLearn in November followed by 'Living Our Values' training for all staff from February 2021.

13.5 Useful links for members reference are outlined below:

- Our Values Launch Film: <https://youtu.be/YXI5vG--a9c>
- Case Studies and Senior Leader Stories YouTube Playlist: [https://www.youtube.com/playlist?list=PLTB8a5W6y4DXObQjrNf\\_KelfWoA0E0XzT](https://www.youtube.com/playlist?list=PLTB8a5W6y4DXObQjrNf_KelfWoA0E0XzT)
- Senior Leader Story Blogs: <http://www.renfrewshire.gov.uk/article/10755/Senior-Leader-Stories>
- Our Values pledges showreel (YouTube unlisted): <https://youtu.be/cGpP98jGrOM>
- Our Values Case Studies webpage : <http://www.renfrewshire.gov.uk/article/10749/Our-Values---Case-Studies>
- [Living Our Values \(pdf\)](#)



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## **Implications of this Report**

**Financial** – the report references the updated financial outlook for the Council as presented to the September 2020 Council meeting and outlines in detail the critical role the R4R programme will play in addressing the challenge of securing financial sustainability over the medium term.

**HR & Organisational Development** - as outlined in the report the implementation of service redesigns will support the Council to reduce the size and change the composition of the Council's workforce 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

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### **List of Background Papers**

(a) Background Papers - Financial Outlook 2021-2023 – full Council 24<sup>th</sup> September 2020

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