Renfrewshire
Council

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To: Finance, Resources and Customer Service Policy Board

On: 28 March 2018

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Report by: Director of Finance & Resources

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Heading: Better Council Change Programme Update

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1.   **Summary**

1.1   This report provides the Board with an update on progress with the
          Better Council Change Programme.

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2.   **Recommendations**

2.1   It is recommended the Board notes this report, and agrees that
          financial provision is drawn from existing revenue resources transferred
          to the Investment Programme Capital Fund in closing the 2017/18
          financial year in order to address the additional costs associated with
          the Business World implementation from projected in-year
          underspends as outlined in section 4.2.7 in the report.

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3.   **Background**

3.1   The Better Council Change Programme has been important element of
          the Council's approach to transformation and supporting longer term
          financial sustainability.

3.2   In the Council's financial outlook reports, most recently presented to the Board on 30th January 2018, it has been highlighted the need for the Council to appropriately plan to sustainably address significant anticipated budget gaps that are expected to emerge over the medium term. In this context, the importance of the Council continuing to proactively progress the Better Council Change Programme has been reinforced as a key strategic challenge to support the delivery of sustainable changes in service delivery and associated savings.

3.3   This report provides the regular update for Elected Members of the progress being achieved across the key projects forming part of the existing Better Council Programme.

4   Update on Current Projects

4.1   Customer Experience Digital Projects

The Customer Experience and Digital theme of the Better Council Change Programme includes projects focussed on developing the customer experience and delivering digital services. A number of these projects also support the delivery of the Council's Customer Strategy 2017 – 2022, approved at the Finance Resources & Customer Services Board on 8 November 2018.

Digital First

4.1.1   A key enabler for delivery of the Customer Strategy and the ambition of the Better Council programme is an integrated self-service customer portal (MyAccount) and Customer Relationship Management (CRM) solution that improves the service delivered to customers whilst reducing the cost of customer transactions.

4.1.2   With over 28,000 Renfrewshire citizens signed up for MyAccount and over 200 new users joining each week, development of these services has been a crucial step for the Council in delivering the capability to provide a wider range of secure digital services for Renfrewshire's citizens. In addition to the online services now available to make payments for council services, access and transact in relation to council tax, view rent accounts and make benefit applications, over recent months work has progressed to develop a fully end to end digital solution for Special Uplifts.

4.1.3   Aligned to the Customer Strategy, the new Special Uplift process has been designed with and for customers; customers have directly shaped

the new process and have provided positive feedback during the testing phase. Delays caused by the need to divert resources to respond to the recent disruptive weather mean that the start date for new service has been revised and will commence in the coming few weeks.

4.1.4   It is recognised that creating a digital front end will not deliver any substantial efficiencies unless business processes are redesigned on an end to end basis and from a customer perspective. This has successfully been piloted in redesign of the Special Uplift process.

4.1.5   The Digital First project proposes to embrace service design principles outlined in the Council's Customer Strategy to improve the customer experience and enable a reduction in non-essential contacts from customers. The project will start in areas with high levels of customer processes to ensure greatest opportunity to deliver the anticipated benefits:

- Increased choice for customers wishing to access our services through the introduction of digital service delivery

- Greater customer satisfaction by implementing more efficient and streamlined services

- Reduced cost of service delivery by redesigning and streamlined business processes, removing manual intervention where possible

  Plans are in place to track customer uptake of all the digital services as they go live, measure the impact and realise the benefits of digital services, both from a customer experience and efficiency perspective.

Robotic Process Automation

4.1.6   Software licences have been purchased to pilot and establish Robotic Process Automation (RPA) capability within the Council. A small team has been established and trained on the use of the software, initially in the Revenues and Benefits service area. The team have developed and deployed the software across four standard processes, and have also targeted two processes in support of year end activity and a one-off update of business rates accounts. It is expected that the number of automated processes will be extended over time and that the capability will also be widened to take in rule based processes in other service areas.

4.1.7   While it is still early days, the newly automated processes are demonstrably more efficient than the existing manual processes. It is anticipated that efficiencies will be realised if the Council is able to

create the capability to fully optimise the licenses, leading to increased benefits for the Council and customers.

Digital for staff

4.1.8   This project is focussed on taking advantage of the electronic and digital tools the Council now has available to enable and support paperless working. The objectives are to create an ethos of paperless working and paperless contact both internally and externally with our staff and citizens with exemption only to those who specifically opt out. Agreement has been reached to move towards digital Corporate Management Meetings from July 2018 and following agreement with the full agreement of the Convener, plans are also being developed to pilot paperless Board meetings, initially with the Finance, Resources and Customer Service Policy Board, after the summer recess.

4.1.9   Work is underway to plan for and support the new ways of working and recognises the changes in culture and working practice required if benefits are to be delivered.

Ongoing Review of support functions - Support model in Schools

4.1.10   With the national focus on attainment, the demands on Renfrewshire's schools are increasing. While the focus is on the learning and teaching, it is recognised that teachers are supported in this by office staff based across the school estate.

4.1.11   There is now an opportunity to more effectively manage administrative tasks and by standardise processes by deploying digital technology to reduce the administrative overheads in schools and provide better support for teachers, parents and pupils. The projects currently being progressed to support this are noted below:

- Redesign of administrative processes – A review of the administrative activities carried out in schools has been undertaken to better understand the nature and catalogue the administrative tasks. This has highlighted that many of the administrative tasks office staff carry out rely on longstanding, paper based processes. This project is focussed on introducing standard, consistent administrative processes, supported wherever possible by technology leading to a more flexible use of management and administrative resources across the school estate.
- On line school payments and cashless catering - This project will implement an integrated online payment, school fund management and cashless catering solution across the school

estate that allows parents/guardians to pay online for school services. The project seeks to significantly reduce, and where possible eliminate cash handling and processing in all schools. A tender exercise is currently being concluded and detailed implementation plans are being developed.

One Stop Shop Regulatory Services

4.1.12   Renfrewshire Council currently processes separate applications for Planning, Building Regulation and Roads Construction Consent. This project looks to consolidate Planning, Building Standards and Roads Construction Consent through a single front door to these services which will deliver online access for customers, an improved experience for customers as well as offering opportunities to rationalise systems and standardise processes.

4.1.13   A phased approach to implementation is being planned with the project expected to be delivered over three phases. Timescales are still being finalised, with Phase 1 expected to identify process efficiencies between Planning, Building Standards and Roads Consent. Phase 2 will support the implementation of a new standard ICT system and Phase 3 will consider the relationship between Roads Consent staff and Development Services as well as the opportunities that may arise linked to utilisation of the Scottish Government e-Development Portal.

4.2   Business World (ERP)

4.2.1   The Business World ERP (Enterprise Resource Planning) project will replace the Council's existing Finance, HR, Payroll and Procurement systems with a single, online, fully integrated software application which will:

- Significantly improve efficiency across the Council's financial, HR, Payroll and Procurement processes and deliver associated financial savings;
- improve the availability and accuracy of the budgetary, staffing and service information available to support managers plan and run their service more efficiently and effectively;
- allow managers and staff to self-serve across a range of processes such as expense claims, booking leave, receiving payslips, updating personal information, producing budget and staffing reports etc; allow staff and managers more flexible access to information and services wherever they are via different devices (laptop, tablet, smart phone) and,

- improve service resilience and reduce risk of major systems failure.

4.2.2 Implementation of the chosen ERP solution ("Business World" from Unit 4) commenced in July 2016 and is being undertaken by a joint staff team from the Council and Agilisys, the Council's chosen implementation partner. The Business World programme had been targeting a December 2017 go-live for all functionality (HR, Payroll, Procurement and Core Financials).

4.2.3 Following a go-live readiness assessment carried out as the planned go-live date approached, several areas of concern were flagged. These key areas included the condition and quality of the data held within existing legacy systems, system build and configuration issues, skills and knowledge of Council staff to support the implementation of the system, and key learning taken from other go-live sites.

4.2.4 As previously reported to the Board, the project has been in a managed pause while the issues experienced to date were fully explored. Several key areas of concern have been worked through with the system supplier which have resulted in some changes to the configuration of the system. These areas have been informed by the experience of implementations which have taken place in other organisations and for which a number of issues have required to be remedied post go-live. The approach of a managed pause has allowed the Council to address these issues prior to the system going live.

4.2.5 While these issues have been progressed, all non-essential resource from both the Council and the supplier has been stepped down from the project in order to mitigate cost. However, this needs to be balanced with ensuring adequate resource is available to continue to move the project on apace in order to meet a revised go-live date now targeted for September 2018. Following the assessment work which has been undertaken over the managed pause period, the project is back in full delivery mode with work progressing to address the concerns highlighted as a result of the readiness assessment along with the revised implementation plan.

4.2.6 As part of managing the revised implementation programme the core functions of the new system are planned to go live in September with the existing procurement systems transitioning over in early 2019, along with specific aspects of accounting functionality linked to commitment accounting. This approach will support effective management and mitigation of the risks associated with cutting over to

the new system whilst allowing users to gain experience in a managed and phased manner, providing a staged opportunity to fully train staff in different elements of the new system.

4.2.7   As outlined in the previous update report to the Board, given the time delay incurred, the project budget is under significant pressure and it is anticipated that the current budget and contingencies within it will not be sufficient to address the additional costs of the delay. The revised project plan has identified the need for both internal and external resource in excess of that which was included within the agreed budget for the project, with additional resources of £0.8 million estimated to be required. In this context it is recommended that the Council earmarks provision for this level of funding in closing the 2017/18 financial year from the existing projected revenue underspend being transferred to the Investment Programme Capital Fund.

4.3   Energy Efficiency

4.3.1   As previously reported to the Board, further opportunities for improvement and savings have been identified through the ongoing energy efficiency improvement programme that aim to reduce energy consumption and carbon emissions, whilst reducing spend on energy. This will be delivered through various measures listed below. It is estimated that the ongoing programme will support the release of a further £0.2 million of efficiencies between now and the end of 2017/18. Progress on delivering the identified projects is detailed below.

Property	Project Title	Expected Completion Date	Status	Total Estimated Saving
Linwood ON-X	CHP Upgrade Works	31/03/2018	Complete	£33,928
Lagoon	CHP Relocation from ON-X	21/05/2018	Ongoing	£11,605
Renfrew Sports Centre	PV	31/03/2018	Ongoing	£4,303
Bridgewater Sports Centre	PV	31/03/2018	Ongoing	£3,993
Johnstone Sports Hub Pool	PV	31/03/2018	Ongoing	£4,678
Lagoon	Variable Speed Drives	31/03/2018	Complete	£9,182
Inchinnan PS	PV	14/04/2018	Ongoing	£3,869
Bridge of Weir PS	LED Internal Replacement	Complete	Complete	£4,776

Property	Project Title	Expected Completion Date	Status	Total Estimated Saving
East Fulton PS	LED Internal Replacement	Complete	Complete	£4,776
St Catherines PS	LED Internal Replacement	Complete	Complete	£1,929
St Annes PS	LED Internal Replacement	Complete	Complete	£1,891
Underwood Rd Depot	Oil Boiler Replacement	Ongoing	Ongoing	£26,460
Our Lady of Peace PS	Boiler Replacement	Complete	Complete	£975
Auchenlodment PS	Boiler Replacement	Complete	Complete	£1,492
Houston PS	Boiler Replacement	Complete	Complete	£2,223
Anchor Centre	Boiler Replacement	Complete	Complete	£3,613
St Fergus PS	Biomass RHI	Complete	Complete	£23,027
Mossvale/St James	Gas Boilers	Complete	Complete	£ 1,393
Riverbrae ASN	Biomass RHI	Complete	Complete	£17,000
Bargarran/St John Bosco	Biomass RHI	01/06/2018	Ongoing	£12,000
St Pauls PS	Biomass RHI	01/06/2018	Ongoing	£10,000
Various	Anglian Water Payment in Advance	31/03/2018	Complete	£18,000
Total				**£201,113**

4.4 Workforce Planning and Development

4.4.1 The Council Workforce Plan approved in August 2017 by the Finance, Resources and Customer Service Policy Board and was developed to ensure that our workforce is supported, equipped with the right knowledge and skills and capable to deliver on the Council's future workforce priorities. The plan has five key themes which summarise the workforce planning priorities and emerged through engagement with services and trade unions. These five workforce planning themes will support the Council to address future workforce challenges whilst supporting organisational change, and are as follows:

- A Modernised and Flexible Workforce;
- A Developing Workforce;
- A Resilient Workforce;
- A Skilled Workforce; and

- A Partnering Workforce.

4.4.2   Each Service has its own workforce plan and associated priorities which are aligned to the above key themes. In addition, all services have embedded workforce planning into their Service Improvement Plan which is monitored through the Council's Pentana Performance System ensuring the robust monitoring of progress. A monitoring report is due to be presented to next cycle of the Finance, Resources and Customer Services Policy Board outlining the progress the Council has made since the plans approval, along with the priorities for the following 6 month period.

4.4.3   The Renfrewshire Health and Social Care Partnership (HSCP) also has its own Workforce Plan, which encompasses the workforce planning requirements and priorities of both NHS Greater Glasgow and Clyde (NHSGGC) and Council provided services. The HSCP Workforce Plan was developed using the same six step workforce planning methodology implemented by the Council, and makes clear links to the Council Workforce Plan. The HSCP workforce planning priorities are summarised under the following 3 key themes:

- Establishing a sustainable workforce;
- Maintaining a capable workforce; and
- Developing an integrated workforce.

Progress with the HSCP Workforce Plan will be reported separately to the Integrated Joint Board (IJB) in June 2018.

4.4.4   The new Strategic Organisational Development and Workforce Planning Board continues to meet to progress and monitor the implementation and progress of the agreed Council OD and workforce planning objectives. All services, the RHSCP and Renfrewshire Leisure Limited (RLL) continue to have senior management representation on this Board.

4.4.5   HR & OD meet regularly with Senior Management Teams in all services to provide support on workforce planning whilst agreeing progress to date and prioritising the actions to be progressed over the next 6 months. Engagement with our stakeholders, the Trade Unions and Staff Panels on OD and Workforce Planning progress continues on a regular basis.

4.4.6   During early 2018, an Internal Audit review of the Council's workforce planning approach commenced which will support the monitoring and effectiveness of the implementation and governance of the Council Workforce Plan. The audit is scheduled to be complete by the end of March 2018.

4.4.7   Since September 2017, new Management and Leadership Development Programmes have been launched. 14 Cohorts with 82

workshops have been delivered so far to approximately 233 managers from across services who participate in Leaders of the Future, ASPIRE and the Chartered Management Institute (CMI) Development programmes. These programmes are targeted at developing our managers around the key themes of managing and leading change, developing a high performing culture, embedding workforce planning and creating innovation to enhance service and business opportunities. Positive feedback from managers attending these programmes have highlighted that the delivery style, course content, Head of Service endorsement/engagement and peer networking opportunities are all key benefits of participating. 1 cohort of ASPIRE and 1 cohort of CMI have completed the programmes. Some services are also delivering leadership and management development activity/ programmes at a local level including the Education Aspiring Leaders Programme of which 131 employees have been participating in.

4.4.8   For the past year Children's Services have also been running a Step Back Leadership Programme delivered in partnership with Drummond International. The service has now implemented and facilitated Head Teacher learning sets based on the co-coaching methodology which is developed in the retreat programme. This programme is now open to all Senior Leaders in the Council, as this group have a role to play in understanding and ensuring equity for all children in the authority. In addition, Children's Services are developing a strategy around leadership/ management for middle managers. It is intended that this strategy will complement the corporate programmes and build on this work by addressing professional issues for manager; managing professional risk/supervision of professionals/ managing caseloads etc.

4.4.9   The Corporate People Development provision is progressing well with an anticipated completion date of March 2018. All corporate people development activities, the contract for e-learning provision and how to support our female workforce into management or leadership roles are in scope of the review. The future delivery model aims to provide services with accessible on-demand, targeted development which are modern and fit for purpose. All future people development provided will be aligned to the priorities of service workforce plans and will reinforce a culture of engagement and high performance across the Council.

4.4.10   Engagement sessions have taken place with all services, Trade Unions and Staff Panels which has provided valuable feedback on the current content provision and delivery models. An employee survey 'Your Development, Our Future' will be issued during March 2018 seeking views current and future development provision. Benchmarking information from other Council's is also currently being compiled which is exploring alternative provisions and best practice in place at other Councils. In the meantime, services continue to utilise the current development available through the Corporate Course Planner or seek team development through a one off customised request i.e. coaching and teambuilding etc.

4.4.11   The HR Policy Plan Review is progressing positively with the Trade Unions and a new Flexible Retirement Policy and Carers Leave Policy is included on this agenda cycle of the Finance, Resources and Customer Services Policy Board for approval.

4.4.12   Following the successful bid to secure £10k from the Flexible Working Development Fund and Unison's £5k contribution towards this project, the Council is working with West College, the Trade Unions and Services to deliver basic digital skills training to frontline employees across services, with an anticipated go live date of end of April 2018. In addition, the Council is also represented on the Scottish Local Government Digital Partnership Project being led by Aberdeenshire Council and East Dunbartonshire Council.

4.4.13   The Council and NHS Greater Glasgow and Clyde previously ran a successful Cross Organisational Mentoring Scheme between 2013 and 2015. The re-launch of this joint initiative from May 2018 is being explored. New partners who are in discussions to join the Mentoring Scheme include Glasgow City, Inverclyde, South Lanarkshire and West Dunbartonshire Councils.

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Implications of the Report

1.   **Financial** – the report sets out savings associated with the delivery of projects, and also additional implementation costs which will require to be funded from currently projected underspends which will be realised in the 2017/18 financial year.

2.   **HR & Organisational Development** – the report provides an update in relation to workforce planning, training and organisational development.

3.   **Community/Council Planning –** none

4.   **Legal** - none

5.   **Property/Assets** - none

6.　　　**Information Technology** – the report outlines improvements in the Council's current systems which will deliver process improvements.

7.　　　**Equality & Human Rights** -The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.   If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8.　　　**Health & Safety** - none

9.　　　**Procurement** – none

10.　　　**Risk** – the report outlines risks in relation to the delivery of the Business World system, which will be managed and mitigated through a phased delivery approach and a robust revised project plan with key milestones.

11.　　　**Privacy Impact** - none

12.　　　**Cosla Policy Position** – none

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