



To: Leadership Board

On: 16th June 2021

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

**Heading: Organisational Recovery & Transition and Right for Renfrewshire
– Change & Transformation Programme**

1. Background

- 1.1 In December 2020 an update report was brought to the Board on the Council's Right for Renfrewshire (R4R) programme. That report provided predominantly an update on the revised implementation arrangements for the tranche 1 service redesigns, which the Corporate Management Team had been focused on remobilising over the final quarter of 2020. At that stage it was anticipated that COVID19 would continue to significantly impact corporate capacity and this was expected to continue well into 2021, consequently pushing back work to establish plans for further tranches of change and transformation projects well into 2021.
- 1.2 The ongoing impact of COVID19 has continued as was anticipated in the closing months of 2020, and indeed has continued to extend for longer in terms of the demands being placed on the organisation. Consequently in setting the Council's budget for 2021/22, a prudent assumption was made not to financially plan on any further savings emerging from R4R over the course of this financial year, over and above those already planning to be delivered from the tranche 1 service redesigns. Notwithstanding, it was still anticipated that over the medium term the Council would still be required to progress the objective to secure significant recurring savings from the R4R programme, albeit it was recognised the likely timing of this would extend out from the original three year planning horizon to a four to five year programme. As outlined in the report to the Council budget meeting, resources and financial flexibilities provided by the Scottish Government are expected to be utilised to support the Council's financial strategy over the medium term and mitigate the impact of the anticipated extension to the R4R timeline.

- 1.3 This report provides members with a further update on the tranche 1 service redesigns, as well as outlining areas that will now be commenced as part of a tranche 2. It is recognised that tranche 2, is relatively small scale and is focused on those areas of Council service which are not expected at this stage to be as significantly impacted by the transition of the COVID19 demands from dealing with the immediate virus containment and subsequent vaccination programme, to the recovery phase which will be wide ranging covering economic, education and community & social recovery as well as the recovery of the organisation as there is a transition back towards a phased return to offices.
- 1.4 In this context, the report also outlines for the Board the work that is being and will continue to be progressed over the course of the summer period, specifically in response to the anticipation of the ongoing relaxation of restrictions that will facilitate a phased and gradual re-opening of office accommodation. Consequently the Council will be required to plan for a prioritisation of access in order to ensure the maximum benefit is secured both from the perspective of the workforce, and also in terms of the delivery of services to the public and business across Renfrewshire. In addition, it is recognised that as organisations including the Council return to office accommodation, that the ways of working across the world have changed permanently. There is a need to take this into account as Council offices are partly re-occupied and the organisation learns from the COVID19 remote working experience and is able to transition to what is now commonly referred to as a 'hybrid' working environment where workforces are likely to be partly office based and partly remote or home working. This will bring very specific challenges and the Council requires to plan for the immediate period of transition where restriction will continue, albeit relaxed as the country moves through the Scottish Government's Strategic Framework levels, as well as planning carefully for how the Council will operate more permanently moving forward once restrictions are fully removed. What is certain, is that the Council's model of working prior to COVID19 will remain in the past and the opportunities now presented to design and develop a new way of working in the future should be maximised to ensure the Council is best placed to support communities and businesses through the recovery process as we ultimately move into a post pandemic period.

2. Recommendations

- 2.1 It is recommended that the Board:
- i. Note the update provided in section 3 in relation to the planning work being progressed to manage the commencement of the organisational recovery and transition from the existing remote working model operating across many aspects of services since the beginning of the COVID19 pandemic to the beginning of a hybrid working environment as office restrictions are expected to ease over coming weeks and months.
 - ii. Note the latest update on the Right for Renfrewshire Programme and the progress achieved in relation to the tranche 1 service redesigns as outlined in section 4.
 - iii. Approve the changes to the Finance & Resources service structure outlined in section 5 of the report and note that detailed transition planning to support this restructuring and associated detailed service redesign work will be progressed over the second half of 2021 as part of the Right for Renfrewshire programme.

- iv. Note that further reports will be brought to future cycles of the board to provide updates on the progress achieved in relation to programme and in time the identification of those service areas that will be proposed to constitute tranche 3 of the programme once the demands of the COVID19 recovery programme is better understood.

3. Organisational Recovery and Transition Planning

- 3.1 It is recognised that with the onset of the COVID19 pandemic, the Council underwent the most rapid and significant change to its operational arrangements that has ever been experienced. This involved around one third of the Council's workforce moving to remote working overnight as well as significant changes to a wide range of front line service provision to ensure COVID safe arrangements were in place and maintained in line with changing guidance and requirements for both the Council's workforce, our young people within educational establishments and our service users.
- 3.2 Throughout this period of unprecedented challenge the Council has demonstrated substantial capacity to deliver rapid, dynamic and flexible adaptation of services both pro-actively and in response to a fast and ever changing operating environment as the pandemic unfolded, government guidance and restrictions changed on a regular basis and as new needs and demands from communities and businesses quickly emerged. The resilience of the organisation has been tested at a scale and in manner never before experienced and the Council has undoubtedly played a very significant and leading role in supporting the communities and businesses across Renfrewshire through this long and challenging period of the pandemic since March 2020.
- 3.3 As members will be aware through separate reporting arrangements, the public health management of the pandemic is transitioning to a new phase. The vaccination programme roll-out, which has been long viewed as the sustainable route out of the pandemic, is successfully progressing at both a Scottish and UK level. Consequently, the national governments across the UK are gradually easing the scale of restrictions operating across the country.
- 3.4 The Renfrewshire area currently remains within Level 2 of the Scottish Government Strategic Framework Protection Levels and although there is as present no fixed timeline there is the potential that, subject to improvement in key data measures used by the Scottish Government in the management of the public health response, there will in time be progress in the gradual easing of restrictions towards Level 0.
- 3.5 It should however be noted that current Scottish Government indicates that that for the time being working from home remains the default position where possible, and that this should continue even at level 0. Based on information from the Scottish Government, there is a possibility for a limited return to office buildings emerging at some point during the summer period. In addition, what is also not clear at this stage is the degree to which social distancing requirements within office environments will remain in place, a key consideration in respect to the scale and nature of re-occupation of office buildings that may be possible. By way of illustration, should 2 metre social distancing be a requirement for the re-occupation of office buildings, Renfrewshire House will be restricted to a maximum operational capacity of around 20%.
- 3.6 Despite this ongoing uncertainty, it is important that the Council begins to plan for an expectation of gradual easing of restrictions in respect to use of office accommodation and in such a context how it is planned to transition the organisation from the current operational arrangements of home or remote working being the default (where this is possible) to one where partial re-occupation of office buildings can be re-introduced over the short term.

- 3.7 It is important to recognise that this initial planning will not be the Council's permanent working arrangement but rather represent a step forward towards a future point where restrictions will be fully removed. This initial process will therefore be focused on planning for how the Council will transition to operating under a new set of more relaxed but nevertheless ongoing restrictions where home or remote working will not be required to be applied as the default arrangement in all cases and greater flexibility will be available in how the Council works and how some services are delivered to the public.
- 3.8 To support this first phase of transition planning, the Corporate Management Team have commenced a programme of work across all services areas to complete an in-depth assessment on a team, job role, job activity and individual basis to establish how best to align staff work to the right work setting(s) during a period of ongoing restriction. This assessment process will primarily focus on staff who have been working at home since March 2020 to establish priorities for limited access to a council offices after the summer to undertake job roles and activity that can be better achieved in an office location. In addition, consideration will be required in respect to how office accommodation will need to be physically set up as well as operational protocols to comply with health and safety requirements. Further consideration will be given to the technology requirements that will support what would be the commencement of a hybrid working environment where the workforce would be spread between both remote and office based working. This presents some additional technical challenges over and above the predominantly remote or home working model that has been successfully in place since March 2020. Given there is a general expectation that degrees of hybrid working models are likely to become the future norm beginning to explore, consider and resolve these technical challenges early is a pre-requisite if the Council is to effectively and successfully manage this new period of transition.
- 3.9 This phased planning approach reflects an expectation that available office accommodation capacity may remain necessarily limited for some time under Scottish Government Guidance and therefore careful prioritisation will be required in terms of which services, job roles, activities and in some case individuals would benefit most from accessing limited office space. Ultimately the objective will be to ensure that over the short term, potentially covering the next 6 - 12 months, the Council is as well placed as possible to deliver critical services to communities and businesses as we move into the recovery focused phase of this pandemic. This planning work will include engagement with political groups and elected members in respect to both future arrangements for the utilisation of the existing elected members office suite, and as covered in the Governance Report elsewhere on this Board agenda, transitioning towards the delivery of hybrid meeting capability to facilitate the opportunity for elected members to participate in Council and Board meetings either remotely or through attendance at the Council Chamber.
- 3.10 It will be important that this planning process is underpinned by experience and learning from the period of enforced remote working along with strong engagement with the Council's workforce, not just to inform this initial transition phase, but also to assist the development and planning for future transitions as the Council moves closer towards what will ultimately become a new sustainable way of working as an organisation. The Council workforce has responded with remarkable dedication over the past 14 months and together with elected members, partners, trade unions and volunteers have helped to deliver public service at its very best despite unprecedented challenge and unavoidable requirements to change rapidly and often. Very substantial levels of adaptability have been demonstrated across all services in terms of how the Council has operated and how services have been delivered.

During this period, innovation and transformation has been accelerated and delivered at greater pace, greater reach, and greater scale that pre-pandemic would not have been thought possible and the Council's values have never been more evidently demonstrated by the workforce.

- 3.11 It is recognised there has been a substantial amount of invaluable learning and understanding that has been developed in terms of how the Council has and can work, how the Council can deliver services differently as well as engage, communicate and transact with service users, the public and business in ways not previously thought possible. It is imperative that the Council captures, understands and learns from this experience and importantly the key factors that have allowed this to happen at the pace and scale that emerged. This learning will inform how the organisation continues to move forward and transitions more fully to what will become the new business as usual for the Council. Building and consolidating on this learning and what areas of positive change and development to take forward into the recovery and renewal planning is of critical importance. The pandemic has been a major disruptor to how the Council works and it will be important that the positive gains that have been achieved during this period of adversity, for example the acceleration in digital transformation and how communities worked alongside the Council to support the most vulnerable, are capitalised upon and that the Council is careful to avoid the risk of reverting to 'previous business as usual approaches', especially in areas where new ways of working are having positive outcomes.
- 3.12 In progressing this planning work, engagement with the workforce is critical. Understanding the challenges faced by the workforce during the pandemic is a prerequisite to inform how the organisation best moves forward and a continued focus on the health and well-being of the workforce remains a key priority. To inform the planning process and help better understand the impact of the past 14 months as well as their aspirations for future ways of working, an all-staff survey has been launched at the start of June. This will build on the results of the Home Working survey in September last year and the feedback from staff about new ways of working during our Values engagement. Additionally, active, and positive engagement has continued with Trade Union colleagues whose positive partnership approach has been critical to support the Council and the workforce during this period. This ongoing positive engagement will remain a key element of this transition planning process.
- 3.13 Regular updates in respect to the progress achieved as part of the Organisational Recovery and Transition work will be provided to the Board as appropriate over the coming months. In addition, in relation to the shorter-term work being progressed over the summer period, regular communication releases will be provided to all elected members to ensure they remain informed as plans are progressed over this period.

4. Right for Renfrewshire

- 4.1 "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.
- 4.2 As outlined to members previously, in approaching this challenge several existing attributes will increasingly characterise and define the Council's future operating state over the medium term.
- 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.

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.

- 4.3 Indeed many of these existing attributes have been proven over the course of the pandemic to be significant strengths of the organisation and in many instances have been enhanced throughout this challenging period. As referred to above, the acceleration of progress in many of these areas can only increase the confidence that further improvement, transformation and delivery of long term better outcomes remains an ambitious and achievable aspiration for the Council.
- 4.4 In line with progress outlined in previous reports to the Board, members will 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 immediate emergency response.
- 4.5 In the final quarter of 2020, the corporate management team sought to remobilise the R4R programme with the initial focus on stepping back up implementation of the tranche 1 service designs that were paused earlier in 2020. Since that time, the demands of COVID19 remained significant following the winter wave of the virus and the focus of the R4R programme has been restricted to delivery of the existing tranche 1 service designs. It is recognised that the full implementation of each of the tranche 1 service designs have been disrupted to varying extents because of COVID19. The financial impact of this delayed implementation timeline has already been reflected in the Council's financial planning arrangements.

Indeed, no further savings beyond those already planned from the tranche 1 service designs have been assumed in the 2021/22 budget in recognition of the uncertainty over when the R4R programme will be capable of being fully remobilised.

4.6 The tranche 1 service 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 reach exercise. The following short updates are provided for members reference in relation to each redesign exercises.

4.7 Customer Transactions

4.7.1 As previously outlined for elected members, the Customer Transactions service design is associated with service areas that sit predominantly within the existing Customer and Business services. 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.

4.7.2 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.

4.7.3 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 2020. 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 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 continues to be a marked increase in the shift to digital engagement with well over 4 out of every 5 household in Renfrewshire now signed up to MyAccount and now transacting digitally with the Council.

4.7.4 Overall, the extended period of the pandemic has continued to impact on the capacity of the service to progress the transformation at the desired pace. Despite this good progress continues to be made with around 90% of the £2.1 million of planned savings currently delivered. It is anticipated that that the full delivery of the associated changes will now extend to the end of this financial year.

This will inevitably delay the release of the final balance of the associated savings and this impact has been reflected in the budget set for 2021/22.

4.8 Placeshaping

4.8.1 Service redesign of the Council's strategic functions which are focused on the development of Renfrewshire as a place was agreed as part of Tranche 1 of Right for Renfrewshire. As previous reports have outlined, 'placeshaping' involves using our resources and influence to lead, support and promote the wellbeing of our communities and citizens. 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 wellbeing of Renfrewshire and the people who live here.

4.8.2 Developing a new approach to placeshaping remains a significant opportunity to work better with partners and ensure everyone benefits from economic growth in Renfrewshire, and now, within the context of the covid-19 pandemic, to lead our economic and social recovery and also align to the national recovery.

4.8.3 To better support greater integration of specialist functions, sharing of knowledge, skills transfer and ultimately maximise the impact of all these services, key changes to the management arrangements have been progressed including:

- the management of the work of the City Deal team and the cultural infrastructure team has been brought together to ensure we maximise the skills and resources available to deliver these strategically important programmes.
- a reorganisation and integration of the existing regeneration, economic development, planning, placemaking and estates teams is nearing completion, with senior officers recruited and teams currently being aligned to ensure a fresh focus on regeneration, developing our place, economic recovery and our approach to inclusive growth.
- the Council's place planning services were all brought together within the Chief Executive's service under the Head of Economy and Development, from January 2021.

4.8.4 In terms of the VR/VER programme, as previously reported to members, 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. These individuals have now left the organisation as planned.

4.8.5 Finally, the migration from Acolaid to Uniform was successfully completed, with the Uniform system going live on 12 April 2021. As well as providing our Development Management and Building Standards teams with a much-improved ICT system, it also gives the organisation the capability to use this system to increase the efficiency of our current business processes and modernise ways of working. The migration was a significant undertaking, with colleagues across the Council working closely together to deliver this complex project. Achieving this milestone also reflects the robust assurance and planning work undertaken to ensure minimal disruption to the customer and minimise risk to the organisation.

4.9 Community Development

4.9.1 The service design is on track to deliver against target of £0.522 million. £0.254m has been delivered in 20/21 and the balance will be delivered in 2021/22. The savings will be achieved by a planned and managed reduction in staffing utilising the Council's voluntary severance arrangements as outlined for the Board in February 2020.

4.9.2 *Develop the structure and resources required to support the continuing development of the neighbourhood hubs.*

Work is now progressing to establish the arrangements required to shift the focus of the hubs from providing urgent practical support to individuals that was needed as part of the crisis response, to a future state which will build on the success of the hubs as a connection point to communities, and will include providing proactive support to individuals, groups and organisations, and building relationships with communities and supporting the council's social renewal plan. The demand for crisis led support is now minimal and staff who were seconded into hub coordination roles have mostly returned to substantive roles. The priority for the next phase is to develop the staffing model required to support the future development of the hubs as a core part of the locality model.

4.9.3 *Progress the development of the integrated advice services model.*

Work is progressing to virtually align the teams to localities where appropriate, and to establish closer linkages with show and tell sessions between the teams as a first step, improving knowledge about the services provided and establishing opportunities for collaboration and closer working. The potential of technology solutions to enable more collaborative working is also being explored. The advice model will be a core element of the locality system as it evolves, with advice workers identifying needs and issues at point of contact, and signposting to neighbourhood hubs or services as appropriate. Opportunities for possible integration of the teams will be explored as a future phase of the workstream.

4.9.4 *Progress the development of the generic community development model.*

An interim structure for the CLAD team has been implemented and aligned to the neighbourhood hubs to enable capacity for support the future development of the hubs.

Streamline the approach to grant fund management, including a grants management system, and streamline the advice and support arrangements for community asset transfer. Initial work has been undertaken to map the allocation of existing grants across the Council. Further work will be undertaken to review existing grant management arrangements and to consider opportunities to streamline existing processes.

A review of the community asset transfer process also commenced in April 2021, with a key focus on reviewing and enhancing existing processes and to achieve improved outcomes and support for community organisations.

4.10 Community Protection

4.10.1 The Community Protection redesign brings together regulatory and enforcement functions with community safety and public protection services. 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.

4.10.2 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. Now that the review process has recommenced the wider redesign of the service is being progressed and the core agreement on changes to Community Safety Partnership services has been agreed in principle with Trade Unions, allowing direct discussions with individual employees to be taken forward as the next stage in service redesign. Work is also being progressed to review income and charging opportunities and to begin to integrate licensing support functions with trading standards support functions in line with the approach identified in the agreed service redesign. The integration of parking enforcement and support activities is currently paused while a wider review of overall parking strategy and support is undertaken.

4.11 Facilities Management

4.11.1 Catering Service

The catering service redesign continues to progress with the new primary school service implemented to support the new food and drink regulations introduced for school meals from April 2021. The service has over the 2021 academic year altered the school meal model to support COVID19 safe measures in schools with the service planning to restart the school meal service in from August 2021. Plans are also being developed to support the roll out of free school meals to all children in primary 4 from August 2021 and primary 5 pupils from January 2022. All the catering services across the Council and the HSCP are now fully integrated with a detailed review of the community meals service nearing completion. The review has identified that majority of customers use the service for short periods of time, rather than a long-term meal service model used by residents and their families. Work is ongoing with HSCP to understand the customer base to inform future service requirements.

4.11.2 Community Facilities – Booking and Access

Due to the pandemic, indoor lets in schools and community centres have been suspended during the 2020-2021 academic school year. The review of let arrangements has shown that in the evening there are a number of community lets located in primary schools next to local secondary schools and these lets could be accommodated within the local secondary schools which are always opened until 10pm in the evening. Organisations with serial lets will, over the coming weeks, be invited to apply to restart from August 2021 with discussions ongoing with a minority of lets around relocating to secondary schools with suitable activity space and storage arrangements.

A contract has been awarded to install digital lock systems in all schools and community facilities, this will allow community halls to progress self-access and egress for community groups building on the model introduced over the last 12 months of the pandemic.

4.11.3 Integrated Hard FM

The review of integrated hard facilities management services was suspended due to the pandemic but has now restarted with the scope of this review being widened to look at all aspects of property management across the Council and the supporting financial models and ICT infrastructure with this work continuing over the next 6 months.

4.12 Prevention and Early Intervention

4.12.1 Children and justice social work has continued to focus on the delivery of core services during the pandemic. Whilst there have been some challenges in creating capacity in the service to work on the R4R plans work has progressed in some key areas. Design work on workforce modelling to ensure the safe and nurturing regime for the 4 children's houses (Arkleston, Beech, Barochan and Brediland) has concluded. The design will ensure a consistent shift pattern is implemented across each of the 4 houses. The design work has identified the number of staff required to ensure the right level of cover for each shift. The new model of staff deployment includes the creation of a peripatetic staff group which will be used to address planned leave and maternity cover thus reducing the current demand for overtime.

4.12.2 Children's services has also progressed work on modelling the cost of care to enhance financial planning in the long term management and modelling of changes in children placed in foster care and residential care over the next five years. The model includes factoring in continuing care costs to support decisions around level of costs and potential impact of continuing care in future years based on placements. It is noted that the Scottish Government has indicated it is again looking at a national rate for continuing care. In addition, Scotland Excel has invited external providers to provide costs for continuing care placements. Early indications are that the costs being advised by external providers are higher than those we presently pay. This represents a potential risk area to future cost pressures emerging for the Council and this will be separately monitored as part of the Council's financial planning arrangements.

4.12.3 The current focus of work by Children's Service under R4R is on demand and capacity modelling across children's social work teams to ensure the right resource with the right skills is in place to meet future demand on the service. This includes modelling new approaches, such as Family Group Decision Making, and the impact this will have on the current workforce model will commence. Progressing the design of an Early Help model and the impact of this on Children's Social Work, including links to current services, such as Education and its alignment to other service design exercises, such as Developing Communities will be a focus over the next three months.

5. Right for Renfrewshire – Tranche 2

5.1 As reported as part of previous updates to the Board and as part of the budget report presented to Council, the commencement of future tranches of R4R were not expected to emerge whilst the council remained focused on managing the COVID19 response. This disruption has undoubtedly lasted longer than anticipated and consequently as outlined in the budget report, the Council's budget and financial planning arrangement have prudently assumed that no further savings will emerge from the R4R programme over the course of this financial year beyond those associated with the tranche 1 reviews that continue to be implemented.

- 5.2 As referred to earlier, the Council remains focused on managing the impact and demands that have and will continue to emerge from COVID19, albeit the pandemic is moving into a new phase where the attention will begin turning more significantly to the recovery programme rather than managing the containment of the virus. The recovery process will be significant, far reaching in its own right and will place heavy demands on the Council across the social & community, economic, educational as well as organisational recovery processes. It is therefore acknowledged that the capacity of the organisation will continue to be prioritised towards COVID19 and necessarily constrained, limiting the likely level of focus that can be directed towards the fully remobilising the R4R programme.
- 5.3 Notwithstanding it is recognised the level of demand that will emerge from the recovery process is likely to vary across the organisation. In this context it is proposed that a second, albeit smaller scale, tranche of service redesigns can commence over the second half of 2021. As outlined in the following sections of the report, the areas that will be progressed are those where it is anticipated to be potentially less direct impact from the recovery process and where the greatest opportunity exists for appropriate management and service capacity to be directed towards the R4R agenda.

5.4 Finance & Resources Service (FARS) Structure

- 5.4.1 The existing FARS service structure and configuration has been in place for around six years. The existing arrangements have served the Council well and has contributed significantly to the success of the Council over this period, underpinning the stability of the organisation and supporting the Council to deliver on its wider outward facing strategic objectives. Key strengths are recognised to be around:
- Ensuring the Council has maintained strong and stable financial management and deployed a successful and sustainable financial strategy through the most challenging of times and successfully providing a full suite of professional support arrangements to the successful delivery of a major strategic programmes and projects for the Council
 - Supporting strong governance, risk management and maintaining pace with significant changes in the contemporary environment around risk, governance of information & data, cyber risk and security etc.
 - Delivery of a major service redesign and commissioning programme in relation to the strategic approach to the Council's ICT provision. Transforming the service and moving from a predominantly traditional in-house based ICT model heavily reliant on Council capital investment in infrastructure to a leaner and modern customer focused ICT service, underpinned by right-sourcing principles which has significantly increased the flexibility of the Council's ICT provision. The flexibility and responsiveness of this revised model was critical in allowing the Council to respond immediately to the increased technology demands that emerged from the COVID19 lockdown.
 - Fully delivering on the long term benefits originally envisaged when the Corporate Business Support functions was brought together in the early part of the last decade coupled with a major stepped change in the modernisation in this major service area through the successful deployment at scale of digital first and advanced automation technology .

5.4.2 In the context of progress that has been achieved by the service over this period, now is an appropriate juncture to review and reposition aspects of the existing service arrangements to ensure the service remains best placed to support the Council's needs and requirements moving forward. Specifically, the review changes outlined in sections 5.4.3 - 5.4.8 will: -

- Better position the service to meet the needs of the organisational wide transformation with a greater focus on the support and development of the Council's people and organisational development agenda.
- Better position the service to support the Council respond to wider strategic influences, challenges and opportunities, specifically in relation to the growing and maturing significance and importance of the digital agenda.
- In line with the wider R4R cost saving objective, reduce the overall cost of the Chief Officer structure within FARS and securing approximately a revenue saving of £0.110 million per annum.

5.4.3 *Customer and Business Services (CBS) Division* – the current CBS division has been a major part of the Council's transformation journey since 2011. Over a decade long period of transformation and reform, the service has managed the process of bringing together a wide range of functions and activities previously distributed throughout the Council service structures, transitioning to a significant corporately managed division of service, fully focused on meeting the needs of both internal client services as well as delivering high quality front line services to the public. Throughout the first half of this decade long journey, the service was focused on delivering significant business efficiencies, improved service levels and performance through the deployment of 'one best way' principles across all key business transactions to create a high degree of standardisation and improvement in processes and processing capacity. At the same time remodelling of the workforce was progressed over a number of years through creating greater standardisation and multi-skilling of job roles which supported significantly greater flexibility in the use of staff resources, the removal of overlaps and duplication of effort. Over the second half of the decade of transformation, to continue the journey of improvement the focus switched to technology led transformation with significant progress achieved in the development, deployment and benefit realisation that has been secured from a wide range of both established and emerging digital technology platforms. This process of digital enablement that has been progressed over the past 5 years will be significantly complete over the course of this financial year, bringing to a substantial and natural conclusion this long period of managed strategic transformation. In this context and in line with new emerging opportunities outlined below, it is proposed to delete the Head of Customer & Business Services post and transfer existing responsibilities to the newly created divisions of service covering Digital, Customer & Transformation and Finance & Business Services as outlined below.

5.4.4 *Digital, Customer & Transformation Division* – as outlined above the Council's ICT function has progressed over the past number of years through a major programme of change, transitioning increasingly to a model where internally provisioned service has been reduced and refocused on supporting the Council's business ICT needs whilst addressing the Council's infrastructure and software requirements through the external market, recognising maintaining such specialist skills and access to the latest technology through an in house model was neither sustainable nor desirable given the pace at which the sector now develops.

- 5.4.5 Whilst this process of transition is continuing for the ICT Service the Council has moved to position where Digital is increasingly recognised as a key and strategic driver for the Council's future development. This extends beyond the influence of digital technology on how the Councils operates internally, engages and transacts with customers, but extends to include how digital technology and infrastructure will play a major part of future economic and social development across Renfrewshire and for example how digital will play an increasing role in the education of our young people. In recognition of this significantly increased influence that digital will play in the Council's future strategic transformation agenda and natural synergies that are now developing across specific functions, it is proposed to bring ICT services, strategic digital development, transformation and customer services functions under the management and leadership of a single division of service. It is therefore proposed that the existing Head of ICT will transition to a newly created post of Head of Digital, Transformation and Customer Services. This change will be planned for delivery over the second half of this calendar year under R4R and the process of transition and consolidation will be progressed with further service specific redesign being undertaken.
- 5.4.6 *Head of Finance & Business Services* – the existing Head of Finance role was introduced as part of the previous Corporate Support Model changes approximately 6 years ago. This dedicated finance role provided professional leadership to the consolidation of all the finance functions that previously operated under a hybrid corporate and distributed finance structure across the Council. This change facilitated the deletion of previous Heads of Resources roles that operated across major areas service. This major process of change has led to significant consolidation and re-organisation of the financial support arrangements across the Council. Subject to some further service specific redesign that will be progressed under R4R, this will complete this medium term process of consolidation. In this context, it is proposed to consolidate the Business Services aspects of the existing CBS with the Finance function under a new Finance & Business Services division. This service arrangement is a common approach adopted across many councils in Scotland and will provide the opportunity for further integration where appropriate between professional and operational finance functions that exist within the existing respective service areas. Again, this change will be planned for delivery over the second half of this calendar year under R4R and the process of transition and consolidation will be progressed with further service specific redesign being undertaken.
- 5.4.7 *People and Organisation Development* – recognising that the Council's strength as an organisation lies most significantly in its people, the role of Head of People and Organisational Development will provide dedicated senior leadership and strategic oversight of the ongoing investment in the Council's workforce. Supporting the workforce through the post COVID19 recovery process will be a major priority for the Council as will be seeking to capitalise on the new levels of workforce flexibility experienced throughout the pandemic and unprecedented levels of engagement, innovation and demonstration of living the Council's values by the workforce. This dedicated role will help ensure the Council maintains strong foundations to support in work career progression and skills development across the council, but also strong links with the transformational and strategic change agenda that will be progressed in the coming years recognising the pivotal role the workforce will play. A continual focus on workforce support and development, with strong leadership, clarity, and understanding of all interconnected corporate activities, the workforce will be supported to feel empowered to contribute positively to the change agenda and help shape the shared ambition and future of the Council. Following the departure of the existing Head of Transformation and Organisational Development, recruitment for this new post is planned to be progressed after the summer holiday period.

5.4.8 At present there are no plans to make any further adjustments to the Head of Corporate Governance of Chief Auditor roles and remits. In relation to Property Services, as noted above at 4.11.3, it is proposed that this will be encapsulated into an extended Facilities Management review that will consider all service areas which have a role within property investment and maintenance, recognising that at present these are distributed across several service structures.

5.4.9 Finally, and in addition to the service redesign work outlined above, it is planned to undertake to a formal review of the Council's terms and conditions over the summer period. Following the successful introduction of the revised pay and grading model in April of this year after productive and collaborative working with Trade Union colleagues, it is intended to review the existing Terms and Conditions for the non-teaching workforce, which have been in place unchanged for over 12 years, with the intention of identifying areas where it would be appropriate and sensible to modernise particularly in the light of the COVID19 experience and the flexibility that is expected to emerge in terms of how the Council will work in the future. This work will be progressed in collaboration with the Trade Unions over the coming months with the intention of bringing forward agreed proposals at a later date for members consideration.

5.5 Operations and Infrastructure

5.5.1 Operations and Infrastructure Services plan to review and redesign services under tranche 2 of the Right for Renfrewshire programme. The commencement of the programme was suspended due to the pandemic with only the review and redesign of grass cutting services being undertaken, which was implemented in April 2021, as set out in Infrastructure, Land and Environment Policy Board of March 2021. This model being a significant service redesign and during this first year will be evaluated as a test of change between March and September 2021. Over the next 2 years, Operation and Infrastructure services will look to review and redesign:

- Fleet Management and maintenance services to reflect the investment that's been undertaken in equipment and machinery within the Council's workshop facilities to enable the service to modernise its service delivery.
- Roads and Transportation Services to remove the current client and contractor arrangements
- Recycling Services to support increases in reuse and recycling. This redesign is linked to funding submissions and associated proposals sought from the Scottish governments recycling improvement fund as set out in Infrastructure, Land and Environment Policy Board of May 2021, and upcoming national changes such as introduction of a deposit return scheme.

Operations and Infrastructure Services will also look to undertake a review of all management and supervisory arrangements across the services and a review of non-operational services to align and integrate with corporate support delivery models

6. Our Values – Communication and Engagement

6.1 In March 2021 a 'Living Our Values' Thank You Film was launched for all staff. This was a personal thank you film for all staff from the Chief Executive, Directors and Provost showcasing the breadth and depth of service delivery and response to Covid-19 which reflected and reinforced Our Values.

The film replaced our annual Staff Recognition Awards which were unable to take place due to Covid-19. Chief Executive Sandra Black also wrote to every employee thanking everyone for their hard work.

- 6.2 The timeline for embedding Our Values programme into our day-to-day decisions and interactions has been impacted by the ongoing response to COVID-19. Leadership training 'Leading Our Values' originally set to begin in November 2020 was postponed and therefore tested in February 2021 and then fully launched over 6 weeks from March – April 2021 supported by an internal communications campaign and endorsement by the Chief Executive.
- 6.3 The training raises management awareness in:
- Understanding what is expected of a leader.
 - Recognising the impact their leadership has on others.
 - Planning how they will 'role model' our values through their own behaviours and being prepared to give and receive constructive feedback.
 - Communicating with confidence on how our values link to their team's work and purpose.
 - Creating an action plan to support in leading our values.
- 6.4 Training for all staff called '*Living Our Values*' will be launched in summer 2021 after the testing phase has been completed. This training raises staff awareness in:
- Understanding what is expected of all staff, including managers.
 - Experiencing and discussing what our values mean to them and in relation to their service area.
 - Recognising the impact their behaviours have on others.
 - Completing a personal/team action plan on how they can live the values.
- 6.5 Both manager and staff training include a suite of accessible options, so managers and staff experience the same message on our journey and expectations. The suite of options includes online modules, videos, virtual workshops and printable guidance and templates.
- 6.6 In May 2021, we also launched our RenTalks – Learning for Life series, which is a series of virtual learning sessions, bringing key insights from different people across the council and our partners. Delivered via the Microsoft Teams platform, the 40min sessions feature interactive presentations including topics around our organisational priorities, wellbeing, vision and values and the future of our digital experience.
- 6.7 A key part of embedding our values will be to ensure these are experienced by staff in every part of the employment lifecycle. We have started to embed our values in our Recruitment, Induction and People, Performance and Talent policies, with others being prioritised later in 2021 as part of our policy review programme.

- 6.8 The council's new people strategy '[Our People Our Future 2021-2026](#)', was approved by the Finance, Resources and Customers Services Policy Board on 31 March 2021. It is a 5-year framework, which integrates the council's approach to organisational development and workforce planning and supports the council's immediate challenges and longer-term transformational change programmes, including "Right for Renfrewshire" (R4R).
- 6.9 The strategy's immediate focus in the first 1-2 years will be in supporting the workforce 'here and now' in response to and recovery from COVID-19, providing accessible supportive resources, services and training for all staff. There are 3 priority areas:
- **Health & wellbeing:** staff wellbeing will remain the number one priority, with a continued focus on improved activities to support the physical and mental health of our workforce.
 - **New ways of working – post pandemic:** will consider learnings from our experiences of working under COVID19 restrictions to identify any opportunities for how we work in future.
 - **Staff communication and engagement:** will build on successful staff communication and engagement methods and embed our values in our decisions and interactions day-to-day, creating a positive and healthy workplace culture.
- 6.10 Throughout 2021, HR & OD will support services to develop and implement local bespoke action plans on council and service priorities to drive the success of the people strategy.

Implications of this Report

Financial – the report references the updated financial outlook for the Council as presented to the March 2021 Budget Meeting and outlines in detail the role the R4R programme is still expected to 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 as well as the significant focus that will be on supporting the health and well-being of workforce as part of the wider COVID19 recovery process.

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. Notwithstanding, the response of communities throughout the pandemic to support the most vulnerable and provide wider support and engagement across communities is recognised as being a critical success factor in how well the impact of the pandemic has been managed. Capitalising on this positive response will remain a key focus of the Council moving forward.

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

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

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

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

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

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

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

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

Cosla Policy Position – n/a

Climate Risk – None

List of Background Papers

- (a) Background Papers - Financial Outlook 2021-2023 – full Council 24th September 2020
 - (b) Revenue Budget and Council Tax 2021/22 – full Council 4th March 2021
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