

To: Finance, Resources & Customer Service Policy Board

On: 14 November 2018

Report by: Director of Finance & Resources

Heading: Better Council Programme Update

1. **Summary**

- 1.1 This report provides an update on progress with delivery of the Better Council Change Programme and those projects relevant to this Policy Board.
-

2. **Recommendations**

- 2.1 Note the update provided.
-

3. **Background**

- 3.1 The Better Council Programme is an important element of the Council's transformation approach and is key to the Council's ongoing and future financial sustainability. Since 2014/15 the programme has been developed on a rolling basis and has supported the delivery of over £24 million of savings since 2015.
- 3.2 The Financial Outlook report to Council in September 2018 outlined the ongoing financial challenges facing the Council, and the need to continue to plan to meet significant savings requirements over the medium and longer term.

The report further highlighted the need for the Council to prioritise spend to focus on the delivery of strategic outcomes; and to focus on delivering change and transformation which will underpin the financial sustainability of the Council. Given the potential scale of future savings requirements there will be an increasing need for the Council to make fundamental transformational changes to how the organisation operates, engages with customers and works with local communities and businesses.

- 3.3 In addition, moving beyond 2019/20, the Council's debt smoothing strategy, which has formed a significant part of the delivery of revenue savings over recent years, will come to an end. Moving forward therefore, the Council will be required to place greater reliance on service change and transformation to support the delivery of future savings over the medium term. This change will represent a significant milestone in the Council's long term financial strategy arrangements and will place increased emphasis and need for more significant Change and Transformation at scale to deliver higher levels of savings than it has delivered in recent years.
- 3.4 A key enabler in transforming Council services is a skilled and high performing workforce, and this report provides an update on the Organisational Development Strategy.
- 3.5 The remainder of the report provides updates with regards current key projects forming part of the Better Council Programme.

4. **Update on the Organisational Development Strategy**

- 4.1 Council employees continue to deliver essential day to day services to the Renfrewshire Community which help to make a real difference to individuals and their families.
- 4.2 Good progress continues to be made with the implementation of the Council's Organisational Development Strategy 2016-19 which is supporting our employees to deliver our services of the future. The strategy builds on previous workforce plans and has three key priorities which focus on how we deploy our workforce to meet service demand, how we develop the skills of our future workforce and how we support employee performance. The entire focus of the strategy, aligned to the outcomes in the Better Council Change Programme, is the investment in the development of our people, our most valuable asset.
- 4.3 Key progress made since the last update provided to Members in June 2018 is detailed below under each priority.

Key priority 1 - Workforce Planning (there is an increased focus on managing and challenging service demand to ensure we are targeting our vital, skilled resource where there is the greatest need).

4.4 The Council Workforce Plan approved in August 2017 by the Finance, Resources and Customer Service Policy Board was developed to ensure that the 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 emerged through engagement with Services and Trade Unions, as follows:

- A modernised and flexible workforce
- A developing workforce
- A resilient workforce
- A skilled workforce
- A partnering workforce

4.5 Each Council service continues to make good progress implementing their workforce planning priorities which are aligned to the key themes above. Each Workforce Plan is monitored through the Council's Pentana Performance System ensuring the robust monitoring of progress. Services also present progress reports on their plan to the Council's Corporate Management Team.

4.6 The table below highlights overall progress made by services since the last report of June 2018. Council overall progress has increased to 71% completion rate from 62%.

Council Workforce Plan Progress by Service and theme.

Theme	Chief Executive's Service	Children's Services	Communities Housing and Planning Services	Environment and Infrastructure	Finance and Resources	Overall Council Progress %
A Modernised and Flexible Workforce	67%	65%	65%	52%	66%	63%
A Developing Workforce	87%	87%	87%	87%	87%	87%
A Resilient Workforce	62%	56%	46%	45%	43%	49%
A Skilled Workforce	72%	85%	78%	68%	78%	76%
A Partnering Workforce	88%	88%	80%	78%	78%	82%
Total Progress	75%	76%	71%	66%	70%	71%

4.7 **Appendix 1** provides Members with a more detailed summary of the priorities and progress made by Services collectively as at end of September 2018.

- 4.8 This progress is provided regularly to all the Trade Unions as part of the Joint Trade Union Liaison Meetings which take place with HR&OD, Trade Unions and Services. In July 2018, a detailed presentation was provided to all Trade Unions on the progress and future priorities. HR&OD continue to meet regularly with senior management teams in all services to provide support on workforce planning whilst agreeing progress to date and actions to be progressed over the next 6 months. **Appendix 2** highlights the workforce planning priorities for the next 6 months.

Key priority 2 - People Development (A targeted corporate approach to development for all levels of the workforce will be developed and implemented).

- 4.9 Good progress continues to be made with the roll out of our planned bespoke leadership and management development programmes “Leaders of the Future, “ASPIRE”, and Chartered Management Institute (CMI) accredited programmes specifically designed and aligned to the Better Council Change Programme.
- 4.10 To date, approximately 331 managers from across all services are currently participating in the programmes. 21 cohorts are running with 170 workshops being delivered to date. 72% of all managers attending these programmes are female supporting our gender pay gap priorities. Attendance levels remain positive at 86% and evaluations measuring a range of factors continue to cite delivery style, course content, Head of Service endorsement and peer networking opportunities as the key benefits of participating in the programmes.
- 4.11 Two new accredited CMI work-based qualifications have recently been launched to support the development of career pathways for new and existing supervisors and managers. A new CMI Level 2 Award in Team Leading is a 3 day programme and has been designed to support front line service employees taking their first steps into supervising. A new CMI Level 3 Certificate in the Principals of Management and Leadership is an 8 day programme and was designed for current or aspiring line managers who wish to develop their existing management and leadership skills further.
- 4.12 To further increase the Council’s suite of accredited and academic learning and development provision, discussions are progressing well with both the University of West of Scotland and Scotland Excel to identify and offer more flexible and blended strategic levels of CMI programmes delivered on a partnership approach. It is anticipated that a new level 5 Qualification in Management and Leadership and a new Level 7 Qualification in Strategic Leadership will be launched in early 2019.

- 4.13 To deliver Council priorities, investment in our employees is central to ensuring we manage and develop employee performance appropriately and the workforce is supported to be skilled, motivated and flexible to reach their full potential. To enable this, we are finalising our People Development Review which is a review of the whole suite of corporate training offering to employees and managers. The review has gathered feedback from key stakeholders on all people development activities including classroom face to face, e-learning provision, how to support our female workforce into management and leadership roles, and helped identify the current skills gaps we have and future skills required through strategic workforce planning discussion with all services.
- 4.14 The emerging themes from the review so far, are that stakeholders would like to see more accredited and further education opportunities to support career pathways, a continuation of some classroom face to face training on a range of supportive and needed topics, more e-learning on a more user-friendly modern system, and smaller, shorter “bite size” training courses available on demand. Current and future skills gaps identified include customer service, digital skills, change management, performance management, partnership working and wellbeing and resilience building. The outcomes from the review will be used to inform the new format and development of corporate training provision offered from 2019.
- 4.15 The Clyde Valley’s Learning and Development “Brightwave” eLearning contract has now been extended for a further 3 years. The e-learning system provides employees with a suite of on-line development modules which can be assessed as and when required. The modules offered complement the range of classroom style training offered. As part of the extension to the contract, a refresh and relaunch of the Council iLearn system will take place over the next 6 months to improve the look and feel of the system, make it accessible from devices including tablets and mobiles, provide shorter easier to navigate modules and access to more on line learning events, such as webinars. The new version is anticipated to be ready in early 2019.
- 4.16 A key focus of the Council Workforce Plan 2017-2020 is to strengthen the resilience of the workforce, build a shared sense of commitment, make career pathways clearer for existing and prospective employees and promote careers in the Council and the benefits of working here. To empower employees, improve employee voice and influence, we are developing core employee values and behaviours for the Council. We will continue to engage and work with employees to shape what these should be over the forth coming months.

- 4.17 It is recognised that to improve employee engagement and for employees to buy in to our shared vision, that a good quality induction for new employees is essential. A review of induction is taking place with key stakeholders, services, employees and Trade Unions to modernise and improve the approach to this. Initial feedback at this point has highlighted the need for a more blended approach, with face to face and online information sharing and different programmes being available for managers, employees and our frontline workforce. As a first step in the Induction Review, an updated and re-launched eLearning induction module called “First Impressions” is now available.
- 4.18 Work has commenced on developing a new employee benefits package for employees with an expected launch date of Spring 2019. Employee benefits offer a way to attract and retain employees and contribute towards improving well-being and enhancing staff engagement. Examples of employee benefits may include discount schemes, salary sacrifice schemes such as cycle to work, and ICT equipment and voluntary healthcare and financial well-being initiatives.
- 4.19 Investing in the health and wellbeing of employees will strengthen employee resilience skills and support a proactive approach to maximising attendance at work. 342 employees across services have attended Mindfulness Workshops and Drug Awareness sessions so far in 2018. Further employee wellbeing initiatives are planned to be delivered in partnership with our Occupational Health and Employee Assistance providers. A new Health, Safety and Well-being Strategy 2019-2022 will be implemented early 2019.
- 4.20 To strengthen succession planning and expand career opportunities across the Council, a selection of employee and manager focused programmes and plans are being taken forward. Employees are participating in Graduate Level Apprenticeship provided by Glasgow Caledonian University, which started in September 2018. These are free of charge, except for the time given for employees to attend, and cover various subjects in skill gap areas including Degree and/or Masters level courses in Civil Engineering, Cyber Security, Data Analytics and Business Management. This programme is providing opportunities for employees who have often never been in formal higher education to gain Degree Level qualifications. Skills and experience are considered in the application process, which remove the barriers which entry qualifications can bring. There is also significant interest in courses starting in 2019.

- 4.21 Although we continue to face challenges in the public-sector, we remain ambitious, which often requires a creative and innovative approach to developing our people. A new Cross Organisational Mentoring Programme was launched by the Council in September 2018, a partnership involving 6 public sector organisations. Each partner has put forward mentors and mentees across senior manager levels to facilitate the sharing of knowledge and expertise to help us see and do things differently and improve outcomes. This programme is led by the Council and NHS Greater Glasgow and Clyde, including Renfrewshire HSCP, and includes 4 other neighbouring Councils (Glasgow City, Inverclyde, South Lanarkshire and West Dunbartonshire). A key objective during the launch was to encourage participation from our female workforce, a key action to reduce the Council's gender pay gap. From the 46 Council Officers involved in the programme, 72% are female. Officers from the Council leading the programme are currently completing an accredited mentoring qualification through the Scottish Mentoring Network to enhance the delivery, impact and evaluation of the programme. Mentoring relationships on the programme will typically last 12 months.
- 4.22 It is also proposed to widen out a mentoring approach to support all grade levels of the Council with the launch of an Internal Mentoring Programme, which is anticipated to launch early 2019.
- 4.23 As the future demand to use technology becomes more essential for work, life and learning, the Council, in partnership with West College Scotland, Trade Unions and our local libraries provided front line employees with the opportunity to improve their digital skills. Approximately 100 employees have attended digital skills training so far in 2018, across 5 venues in Renfrewshire. 6 Council employee volunteer "digital navigators" took up the opportunity to support colleagues and college lecturers during this training. The overwhelming feedback from delegates so far (94%) is that the course is relevant, the content and pace is right and they would recommend the course. Digital skills training will continue to remain a focus for the Council over the coming year with further targeted and general training provided to improve and modernise skills across the wider workforce.
- 4.24 An 'Internal Careers Advice Service' is currently being developed. This service will support employees with career advice, information and guidance about career pathways and development opportunities in the Council and help to make decisions on learning, training and career direction. This initiative will not only help services and employees to plan and prepare for future workforce demand and skills requirements but will also support female career progression. The new service will also align with new mentoring and coaching programmes planned for 2019.

4.25 A programme is in development that will provide employees with the opportunity to gain voluntary work experience in areas across the Council where particular workforce challenges currently exist or are anticipated in future. Employees will register an interest to volunteer to gain work experience in hard to recruit posts, where turnover is high or where particular skills gaps exist. There are currently challenges, for example, in the recruitment and retention of Social Care Workers and Catering employees, recruiting enough Early Years employees to deliver 1140 hours of free child care by 2020 and encouraging females and males into gender dominated roles, a key action in reducing the Council's gender pay gap.

4.26 This programme is designed to promote career pathways, by giving a "taster" in the job or the opportunity for employees to give time to support service delivery and resilience. Services are being engaged to establish the mandatory checks and training required and whether any of these would be prohibitive to operating the programme. Following registration of interest, a short selection process would take place with the volunteer to match to the role. Service authorisation to take up work experience and when this should take place is currently being considered as part of the development of this programme.

4.27 A key focus of the Organisational Development Strategy 2016-19 is to improve efficiency, modernise our ways of working and support long term sustainability. To support this, the HR & OD Policy Review Plan for 2018 has progressed well throughout the year with Members already approving several new and revised HR&OD policies. Work will continue with the Trade Unions over the forthcoming months to continue the review into 2019.

Key priority 3 - Performance Appraisal (A highly effective, systematic & objective process for setting standards for, managing and developing individual performance will be developed and implemented. Performance standards, measures and output, will be aligned to service plans, BCCP, Council Plan and underpinned by core competencies).

4.28 The new People, Performance and Talent Policy (PPT) previously approved at Board modernises the Council's approach to performance appraisal by introducing a continuous improvement cycle, incorporating a new set of Council core competencies, which are used to set fair and consistent guidance on the expected behaviours for employees. This new approach will promote investment in our people by maximising employee performance to support them to reach their full potential.

4.29 Managers are encouraged throughout the PPT process to acknowledge and reinforce the importance of what employees do day-to-day and the impact every job has on the achievement of improved outcomes for the Council. The 6 core competencies are:

- Understand the Bigger Picture
- Self and Team Development
- Achieving Excellent Customer Service
- Communication, Relationships and Engagement
- Planning and Delivery
- Approach, Attitude and Values

4.30 Since approval, employee training and guidance is currently being developed through engagement with services to understand the skills that managers will require to support in carrying out PPT successfully. The format of training and the best way to implement this in each area is also being considered. Over the coming months a plan for full roll out of PPT across services will be implemented taking into consideration other on-going Council priorities.

5 **Customer Experience and Digital Projects**

5.1 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 2017. This update to Board is in relation to the move to provide on line access for all school payments and a cashless catering solution.

On line school payments and cashless catering

5.2 A key enabler for delivery of improved processes in cash handling, administrative and catering activities across the school estate is the implementation of on-line school payments and cashless catering. Schools typically receive in excess of £3.4m per annum via 1.14m transactions, of which £1.4m relates to catering income. School trips account for around £900k of that figure with the other amounts relating to uniform sales, in school activities and school fund monies.

5.3 This project will implement an integrated on-line 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. Introducing this System is seen as a key factor in supporting the overall digital transformational change that the Council is seeking to achieve.

5.4 Following a tender exercise, on 28 March 2018 the Finance Resources and Customer Service Policy Board approved the award of the contract for the technical solution to ParentPay Limited.

Following award of the contract, detailed implementation plans have been developed with the supplier to progress the deployment, with initial planning focussing on agreeing the phasing of the rollout across the estate, as well as confirm the technical requirements needed to deploy the various components.

- 5.5 The deployment of the solution across the school and early years estate is initially planned to go live across six early adopter schools in January 2019, followed by a six-stage phased rollout to deliver the solution and new ways of working across all establishments by April 2020. This staged rollout is the most effective way of providing the support required in each location and deliver the benefits of the solution over a realistic time frame. The phasing of the rollout is shown in Appendix 3.
- 5.6 It is recognised that deployment of the solution will require significant support for staff in schools and early years establishments (teaching staff, administration staff and catering staff) in order to ensure there is maximum take up of the on-line capability. A detailed communications and engagement plan has been developed, with initial communications on the phasing of the rollout shared with all Head Teachers for dissemination to all teaching staff and targeted communications have also been issued to catering and administrative staff. Initial communications with the six-early adopters has also been issued and followed up with on-site engagement meetings with Head Teachers of the establishments.
- 5.7 Working closely with Head Teacher and catering managers, multi-channel communications targeted at parents and children are being developed, with specific engagement plans for each school in the early stages of planning.
- 5.8 Work is also underway to plan for and support the new ways of working that will be required and recognises the changes in culture and working practice required to deliver the benefits of removing cash from schools.

6 **Business World (ERP)**

- 6.1 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:
- 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.

6.2 Implementation of the chosen ERP solution (“Business World” from Unit 4) commenced in July 2016 and is being undertaken by a joint team from the Council and Agilisys, the Council’s chosen implementation partner.

6.3 Previous updates to the Board highlighted that owing to concerns with the condition and quality of existing data, build and configuration issues and skills and knowledge of Council staff, the project had been in a managed pause for a period while these issues were explored and addressed; with a revised go-live date of September 2018 being targeted for core HR/payroll and finance functionality, with procurement functionality being phased in early in 2019, at which point commitment accounting will also be available.

6.4 In line with the revised plan, core functionality as outlined above went live on 1 October 2018, with the phased roll out of self-service to staff commencing on 18 October 2018 and anticipated to be complete early in 2019..

6.5 The implementation programme has been very demanding on the teams involved and the current period of “hyper-care” will extend throughout November. As previously reported additional external assistance has been required to meet the revised implementation timescales, and this support will require to continue until the end of the calendar year and possibly thereafter as the further phases of functionality are implemented. The additional project funding of £0.8 million previously approved and set aside in closing the 2017/18 annual accounts, is anticipated to be fully required to support the project through to full implementation.

6.6 The programme has now moved in effect from a technology implementation to one of business process redesign and culture change across the Council. It is recognised that the adoption of new ways of working across all members of staff will be critical if the business and financial benefits of the system are fully realised moving forward.

7 **Energy Efficiency**

7.1 As previously reported to the Board, further opportunities for improvement and savings had been identified through the ongoing energy efficiency improvement programme that aim to reduce energy consumption and carbon emissions, whilst reducing spend on energy. This has largely been 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. A list of the active projects in this latest batch of projects are outlined below.

Property	Project Title	Expected Completion Date	Status	Total Financial Saving
Linwood ON-X	CHP Upgrade Works	Complete	Complete	£33,928
Lagoon	CHP Relocation from ON-X	21/05/2018	Ongoing	£11,605
Renfrew Sports Centre	PV	Complete	Complete	£4,303
Bridgewater Sports Centre	PV	Complete	Complete	£3,993
Johnstone Sports Hub Pool	PV	Complete	Complete	£4,678
Lagoon	Variable Speed Drives	Complete	Complete	£9,182
Inchinnan PS	PV	Complete	Complete	£3,869
Bridge of Weir PS	LED Internal Replacement	Complete	Complete	£4,776
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	Complete	Complete	£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	Complete	Complete	£12,000

Property	Project Title	Expected Completion Date	Status	Total Financial Saving
St Pauls PS	Biomass RHI	Complete	Complete	£10,000
Various	Anglian Water Payment in Advance	Complete	Complete	£18,000
Total				£201,113

Implications of the Report

1. **Financial** – the Council’s ongoing financial sustainability is dependent on the ability of the Council to transform and modernise services.
2. **HR & Organisational Development** – as outlined in the report
3. **Community/Council Planning** – none
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** – as outlined in the report.
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** - none
11. **Privacy Impact** - none
12. **Cosla Policy Position** – not applicable

Author: Alan Russell, Director of Finance & Resources

Appendix 1 – Summary of Council Workforce Planning Priorities and Progress

Theme	Definition	Key Priorities	Key Progress/Activity
A Modernised and Flexible Workforce	Resources are deployed effectively to support a modernised and sustainable approach to service delivery.	<ul style="list-style-type: none"> • Service re-designs arising from modernisation projects. • Flexible employment contracts, working patterns and HR policies. • Recruitment and retention strategies. • Employee pay and benefits package. • ICT/Enterprise Resource Planning (ERP). 	<ul style="list-style-type: none"> • Council and Service workforce planning continues to be monitored at a senior level. • Service design and delivery models are continually monitored to improve service delivery models that are flexible, efficient and resilient. • New and revised HR & OD Policies have been approved which are promoting different ways of working and providing greater flexibility and service delivery options. • Reviews of employment contract types and working patterns are in progress for key areas. • Customer Strategy 2017-2022 is progressing to better understand customer needs and expectations. • ERP / Business World implementation programme commenced on 1 October 2018. • ICT Strategy is progressing with actions up until 2020 and will increase the use of digital technology across services and digital skills for employees. • A new Recruitment Policy was approved in June 2018. • A non-financial employee benefits package is currently being developed to attract and retain employees. • Overtime working is scrutinised at a senior level to achieve service savings targets. • Programmes and actions to reduce the Council gender pay gap have commenced.
A Developing Workforce	Employees are supported to reach their full potential through access to development creating a high performance culture.	<ul style="list-style-type: none"> • Management and Leadership development. • People Development Review. • People, Performance and Talent Policy. 	<ul style="list-style-type: none"> • So far 331 managers from across all services are participating in Leadership and Management development programmes. • An evaluation strategy to measure added value back in the workplace for these programmes has commenced. • 30 managers in RHSCP have attended the “Ready to Lead” programme this year.

Theme	Definition	Key Priorities	Key Progress/Activity
			<ul style="list-style-type: none"> • Sector leading Leadership Programmes continue to be provided for Teachers in Children's Services. • RHSCP employees can now access development provided by both the Council and NHS Greater Glasgow and Clyde. • Accredited courses for managers and employees are being identified and developed in partnership with the local Colleges, Universities and Scotland Excel. • Employees are supported to achieve relevant professional qualifications, including SVQ, NC and HNCs. • A full review of all training called the 'People Development Review' is underway with Phase 1 complete. Phase 2 is well underway. Feedback from the review will inform the new corporate training provision due to be launched early 2019. • Bespoke training requests are being delivered across services on coaching and team building etc. • The new People, Performance and Talent (PPT) policy was approved in June 2018. Engagement is progressing to ensure the successful implementation of PPT and that the process is practical for front line employees. • A review of the Council iLearn system is underway to improve the look and feel of the system and make it more easily accessible. The new version is anticipated to be ready in early 2019.
A Resilient Workforce	Effective communication to promote opportunities to be engaged and understand the benefits of working in a healthy, inclusive and innovative environment.	<ul style="list-style-type: none"> • Employee engagement – strong Council employment brand. • Career pathways to support succession planning. • Strengthen health, safety and well-being. 	<ul style="list-style-type: none"> • Employee engagement methods are in place at both a corporate and service level, including Magazines, Team Briefs, Director Tours and Staff Panels. • Core employee values and behaviours are currently being developed for the Council to empower employees and improve employee voice and influence. These will be launched mid-2019. • A review of employee induction is taking place to improve employee engagement and our shared vision.

Theme	Definition	Key Priorities	Key Progress/Activity
			<ul style="list-style-type: none"> Communication structures are established in the RHSCP, including management and operational meetings and Locality Development sessions. Generic job roles and contracts are supporting a flexible and resilient workforce. Take up of Graduate Apprenticeships provided by Glasgow Caledonian University to gain Degree Level qualifications which started in September An 'Internal Careers Service' is being developed with external partners, to support employees with career guidance, training choices and decisions. A programme is in development to provide employees with the opportunity to gain voluntary work experience in Council areas with current or future workforce challenges. The Graduate Internship Programme is creating new career pathways. Secondments and 'acting up' opportunities are developing skills and allowing for better succession planning. Specialist skills are being accessed on demand by working with external partners and groups, which is providing greater service resilience. A new Health, Safety and Well-being Strategy 2019-2022 will be implemented early 2019. 192 employees from across the Council have attended Mindfulness Workshops. 150 front line employees have attended Drug Awareness sessions. The 2018/2019 seasonal flu vaccination programme has been organised to commence in October -November 2019. Current and future skills requirements have been identified in service workforce plans.
A Skilled Workforce	Current and future skills are identified, and barriers removed, to ensure the workforce can deliver the services of the future.	<ul style="list-style-type: none"> Current skills gap analysis. Future needs, specialist skills and access on demand. 	

Theme	Definition	Key Priorities	Key Progress/Activity
		<ul style="list-style-type: none"> Barriers to accessing skills development. 	<ul style="list-style-type: none"> The 'People Development Review is also identifying current and future skills gaps, which will inform the new 2019 corporate training provision. The new Cross Organisational Mentoring programme was launched in September 2018. The PPT training package will provide skills in "Giving Effective Feedback, "Having Difficult Conversations" and "Effective Performance and Development Discussions" . Professional Technical and Skills Frameworks are used in some service areas. On the job skills development is available through secondments, "acting up" positions and project working to allow better succession planning. Leadership and management skills are being developed through accredited and bespoke programmes. Graduate Apprenticeships are providing opportunities for employees to gain Degree Level qualifications who have often never been in formal higher education. Skills and experience are considered in the application process, which remove the barriers which entry qualifications can bring. Upskilling the workforce on Digital skills remains a key focus for the Council. Skills gaps being addressed by in-house skills training across teams, sourcing this from services with specialist skills and by knowledge sharing with external partners.

Theme	Definition	Key Priorities	Key Progress/Activity
A Partnering Workforce	Existing partnership arrangements are strengthened and new opportunities are identified to support capacity and capability.	<ul style="list-style-type: none"> • Utilise partnerships to strengthen service capacity and flexibility. • Further embed business partnering model to support services. • Engage with Trade Unions on workforce planning progress. 	<p>The Council continues to foster and develop relationships with partners to deliver core priorities with some examples being:</p> <ul style="list-style-type: none"> • Collaboration with external partners and across services to access Early Years Expansion knowledge and skills. • Strategic Housing Partnerships, for example Homelessness and FLAIR. • The Council working closely with Engage Renfrewshire, Police Scotland and West College Scotland on the Family Firm initiative. • Arts, Health and Culture Steering Group participation. • Social Work partnerships in place across the Council and Scotland. • Collaboration with local Universities and Colleges to offer student placements and to fill “hard to fill” posts such as Social Care Workers, Teachers and Catering. • Specialist knowledge and experience drawn from across the Council to take forward emerging areas of Community Empowerment and the Digital agenda. • Fiscal and legal advice provided by the Council to partners on major investments and infrastructure projects. • Strengthening of the business partnering approach across services in specialist skills, such as, Finance, HR and Project Management to build service and employee capability and knowledge. capacity • Collaboration with partners including West College, local libraries and the Trade Unions to deliver Digital Skills training for front line employees. • Ongoing participation in the Clyde Valley Learning and Development Consortium to share best practice and knowledge with other local authorities. • Supporting Counter Corruption and Fraud investigations with Police Scotland and DWP.

Theme	Definition	Key Priorities	Key Progress/Activity
			<ul style="list-style-type: none"> • Expansion of Invest in Renfrewshire programme to offer increased Modern Apprenticeship places. • Bid legacy partnership working at a local and national level. • University of West of Scotland / West College Scotland creative industries skills pipeline. • Participation in 'The West Partnership' education collaborative. • Regular updates are provided to the Trade Unions on OD and Workforce Planning progress at the formal Joint Trade Union Liaison Board to maintain a healthy working environment and good working relations.

Appendix 2 – Workforce Planning Priorities for next 6 months

A Modernised and Flexible Workforce	<ul style="list-style-type: none"> • Implementation of service reviews and re-designs. • HR & OD Policy implementation. • Business World (ERP) delivery. • Better Council Change Programme. • Progression of key Council strategies and priorities. • Recruitment and retention. • New ways of working. • Gender pay gap reduction activity.
A Developing Workforce	<ul style="list-style-type: none"> • Increase participation in the new management and leadership development programmes. • Identify more strategic levels of CMI programmes. • Phase 2 of the People Development Review. • Relaunch of the iLearn system. • Develop a new Council Learning & Development Policy. • Implement the People, Performance and Talent Policy.
A Resilient Workforce	<ul style="list-style-type: none"> • Core employee values and behaviours • Employee engagement activity. • Continue to support and promote employee health, safety and well-being and build resilience. • Prioritise employee learning and development. • Improve the employee induction. • Develop professional trainee opportunities /internships. • Develop a succession planning approach. • Build on current career pathways.
A Skilled Workforce	<ul style="list-style-type: none"> • Address key barriers to accessing skills development. • Promote equality and diversity awareness. • Support front line and core skills development. • Review the employee induction. • Identify routes to access specialist skills on demand. • Cross organisational mentoring scheme.
A Partnering Workforce	<ul style="list-style-type: none"> • Collaborate and develop partnerships to strengthen service capacity and flexibility. • Continue to engage with Trade Unions on workforce planning progress.

On line School Payments and Cashless Catering School /Establishment Rollout Plan

Appendix 3

Phase 1	Phase 2		Phase 3	
Go live Jan 19	Go live April 19		Go live August 2019	

Early Adopters	A1	B1	B2	C1	C2	C3
Castlehead HS	Bridge of Weir PS	Johnstone HS	Trinity HS	Park Mains HS	Renfrew HS	Gallowhill PS
Gryffe HS	Houston PS	Kilbarchan PS	St Anne's PS	Barsail PS	Arkleston PS	Ralston PS
Auchenlodment PS	Wallace PS	Lochwinnoch PS	St Catherine's PS	Bishopton PS	Kirklandneuk PS	
Howwood PS		Thorn PS	St John Bosco PS	Inchinnan PS	Newmains PS	
St Fillans PS			Bargarran PS	Langbank PS		
St James' PS Renfrew			West PS	Rashielea PS		

On line School Payments and Cashless Catering School /Establishment Rollout Plan

Appendix 3

Phase 4		Phase 5		Phase 6	
Go live Oct 19		Go live Jan 20		Go live April 20	

D1	D2	D3	E1	E2	E3	EY1	EY2	ASN
Lochfield PS	Woodlands PS	St Andrew's Academy	Paisley Grammar	St Benedict's HS	Gleniffer HS	West Johnstone Pre5	Glenburn Pre5	Riverbrae School & Pre5
St Fergus PS	Linwood HS	St Charles' PS	Glencoats PS	Our Lady of Peace PS	Brediland PS	Glendee Pre5	Hugh Smiley Pre5	Mary Russell School
Williamsburch PS	East Fulton PS	St James' PS Paisley	Cochrane Castle PS	St Anthony's PS	Bushes PS	Moorpark Pre5	Paisley Pre5	
		St John Ogilvie PS	Fordbank PS	St David's PS	Heriot PS	Douglas St Pre5	Spateston Pre5	
		St Mary's PS	Todholm PS	St Margaret's PS	Langcraigs PS	Ferguslie Pre5		
		St Paul's PS				Foxlea pre5		
		St Peter's PS						
		Mossvale PS						