

EAST RENFREWSHIRE COUNCILCABINETThursday 23 March 2017Report by Chief ExecutiveVISION FOR THE FUTURE: UPDATE REPORT**PURPOSE**

1. The purpose of this report is to update members on a review of the Vision for the Future Organisational Development Plan, and progress made in the first year.

RECOMMENDATION

2. The Cabinet is asked to note the update report and comment on progress made towards achieving our vision after the first year of the organisational development plan "Vision for the Future".

BACKGROUND

3. In May 2013 the Council approved a new approach to organisational development introducing the 5 capabilities that the Council needed to excel at if it was to continue its success going forward and meet future aspirations to be a modern ambitious council delivering well on its outcomes. These 5 capabilities were to become the focus of our internal improvement work both within the Council and the HSCP.

4. The organisational development work that flowed from this report resulted in the secondment of an Organisational Development Professional to the Council from the Health Board to work with the Leadership Team to develop an Organisational Development Plan known as Vision for the Future. This was reported to Cabinet in June 2015. This allowed the Council and HSCP to put a greater emphasis on supporting the people side of change to support the ambitious pace and scale of change going on across departments. The plan confirmed the Council's values and set out a new vision of "*A Modern Ambitious Council creating a fairer future with all*". The Cabinet also approved the launch of a new change programme to be known as a Modern Ambitious Council Programme (MAP). The 5 year plan "Vision for the Future" was subsequently published and communicated to staff in autumn 2015 to help deliver our strategy of 5 outcomes, 5 capabilities and 5 values.

5. Various seminars and update reports along with the routine performance reports to Cabinet during 2016 have kept members informed of progress in delivering our strategy including a more detailed update on change and improvement in August 2016. A review of the first year of the plan was undertaken by CMT during December and January to determine progress to date.

PROGRESS SUMMARY

6. The updated version of Vision for the Future is attached as Annex 1 to the report. The first section of the report acts as a reminder of the vision we set in 2015, which still stands and will be reviewed over time. The second section gives progress updates on the objectives we set ourselves and identifies key priority areas for the next phase.

7. The review highlights how much progress has already been made including:

- Clear strategic focus of Council and partner Plans and Strategies ensuring the golden thread back to our SOA is very clear at all levels. This included the introduction of driver diagrams so that all critical activities are clearly aligned to outcomes;
- Investing in leadership programmes at 4 different levels with 110 Managers taking part in our Leaders for the Future programme;
- Improved employee engagement and communication including online staff magazine, greater use of videos, blogs, animation and posters to communicate with staff;
- Examples of improvement and change being published in easy to read format to help staff understand how we are making people's lives better and to make it real for staff;
- Over 70% of savings proposed for 2017/18 budget totalling £3.9m are derived from efficiencies through change and improvement;
- Clear digital strategy and outcomes to make us a fully digital Council; and
- Each department has strong ownership and commitment to their vision for the future and programme of modernisation and digitisation;

8. As part of the review CMT has prioritised the following areas for the next stages of organisational development in the Council. These will be overseen by the OD Board:

- Continue to embed the values into the way we work;
- Simplify our procedures further so we can empower staff more;
- Increase our focus on engagement with and empowerment of communities to respond to new legislative requirements;
- Improve the sharing and management of data across the organisation as part of our Information as an Asset Strategy – 'Data Unlocked';
- Continue implementing our ambitious Digital Strategy to become a fully digital Council;
- Prioritise scarce resource by managing the demand for corporate support as services are redesigned and implement digital solutions;

- Further invest in leadership, data and digital skills to ensure we develop our workforce to provide the most efficient service to residents;
- Identify ways to increase employee engagement; and
- Make our buildings suitable for modern agile ways of working.

CONCLUSIONS

9. The attached update report on Vision for the Future demonstrates the very significant progress the Council has made in a short space of time and sets out a clear understanding of the actions that we need to take to continue on this journey, focussed at all times on making life better for our residents. This review suggests we are well on track to achieve our vision of a Modern Ambitious Council creating a fairer future with all.

RECOMMENDATIONS

10. The Cabinet is asked to note the update report and comment on progress made towards achieving our vision after the first year of the organisational development plan “Vision for the Future”.

Further information can be obtained from
Caroline Innes, Deputy Chief Executive

Cabinet contact details:- Cllr Fletcher, Leader of the Council x3107

Date 23 March 2017

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Vision for the Future

update February 2017

Our plan of Change and Organisation Development



A modern, ambitious council
creating a fairer future with all

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“In September 2015, we published the first version of this document. We promised that we would review the plan in 5 years to ensure it reflected our latest thinking, our progress, and our priorities. It must be always focused on making life better for our residents and ensuring we have the support of our people as we continue to deliver excellent services and a future that is fair for all.

One year into the plan we believe that our vision still stands so we will return to review that in future years. In the meantime we decided that we would evaluate progress to date to see if we are on track. The Organisational Development team led the evaluation with the support of the Organisational Development Board and colleagues who lead our Modern Ambitious Council Programme (MAP). The evaluation was thorough and honest. It highlighted areas where we need to do more but most importantly it showed how much progress we have made in what is really a short period of time. In December 2016 the Corporate Management then reviewed the evaluation in detail and identified a number of areas that we want to prioritise.

The document was always meant to be a living document, with a frequently updated action plan, which will be overseen by the OD Board. I hope that this update will let everyone see the very significant progress we have made in such a short time as well as understanding the actions that we have to take to continue on this journey. If you want to read more about the detailed change projects we have undertaken over the last year or so, we produced a report for Council that you will find of interest: <http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=18048&p=0>

My sincere thanks to all our staff for the progress to date and to those who helped carry out the evaluation. The financial challenges ahead and the rate of change for the public sector have never been greater but I know that everyone will ensure that we continue to do everything we can to be

**a modern
ambitious council,
creating a fairer
future with all”**

Lorraine McMillan
Chief Executive



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The Council has always been regarded as high performing, with a reputation for excellence and continuously improving services and generally high levels of satisfaction. However in recent years, the financial landscape for the public sector has become increasingly challenging with local councils having to find significant year on year savings, whilst continuing to deliver services that meet the growing and more complex needs of local people. In short, we have to find new ways to do more with less. For East Renfrewshire this has meant making savings of over £32 million since 2011, with a further £20million before 2018.

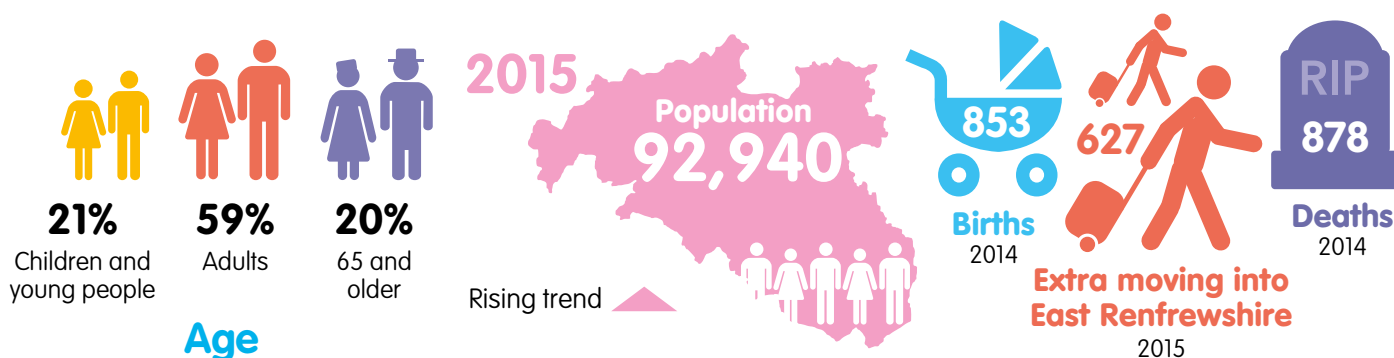
Over the same period, we must also meet the needs of our growing local population and changing local demographics <http://www.eastrenfrewshire.gov.uk/planningforthefuture>. For example, we have more families moving to East Renfrewshire with children who require additional support for learning in order to benefit from our local schools, this in turn places additional pressure on our care services to support individuals with disabilities into adulthood; we have a growing elderly population with complex care needs who want to live independently at home for as long as possible. We are one of Scotland's most ethnically and culturally diverse areas – with significant Muslim and Jewish communities. We also have pockets of significant disadvantage and deprivation highlighted in the Scottish Index of Multiple Deprivation (SIMD) with around 5% of our population amongst 15% of the most deprived in Scotland. We understand the diversity of our community and we engage proactively and positively with our communities, working with rather than for them.

We must also respond effectively to a considerable amount of policy and legislative change such as the national reorganisation of community justice, welfare reform and increased nursery provision for 2 and 3 year olds. Community Planning is changing with an increased focus on inequality and locality planning and we also await the results of the Scottish Government's review of schools governance but already more responsibility for closing the attainment gap has been passed to head teachers.

The world around us is also changing, highlighting new opportunities to use partnership and technology to innovate and modernise how we work. Digital technology is revolutionising how people live their lives and the Council is embarking on a journey to fully understand how digital services might improve the way services are delivered, making them more cost-effective and personalised to suit the individual.

Partnerships such as The City Deal are helping the council to transform the local area, create new jobs and generate economic wealth. Through City Deal capital funding, we will be able to invest £44million across East Renfrewshire to deliver an ambitious local plan that delivers major regeneration, new homes, investment sites, visitor attractions and improved connectivity.

We have now formed the East Renfrewshire Culture and Leisure Trust (ERCLT) and the CHCP has become the a new Health and Social Care Partnership (HSCP) working under the direction of the ER Integration Joint Board, both delivering important services to local people intrinsically linked to health and wellbeing. Both organisations are important members of the East Renfrewshire family.



Our Vision for the Future – our Strategy

East Renfrewshire Council's mission is to make lives better for our residents. We believe our mission is simple and understood by almost all of our employees: we exist and we do what we do, with one aim - to make lives better.

Our vision is to be 'a modern, ambitious Council, creating a fairer future with all'. We have high aspirations and expectations of ourselves, and our partners, as we continually strive to be better at what we do. This drive comes from our desire to create a more equal and fairer society for our communities, hand in hand with our partners and the people who live here.

The strategy that guides all the work of the council and its community planning partners is our Community Plan usually called the SOA(Single Outcome Agreement). The use of the term SOA may change soon as a result of changes in Community Planning legislation but the focus on outcome based planning will remain.

In East Renfrewshire, our strategy focuses on 5 priority areas for the council and its partners that clearly describe the outcomes that we pledge we will deliver for local people and what success looks like for our communities. The five outcomes are:



Early years

All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.



Learning, life and work

East Renfrewshire residents are fit and active and have the skills for learning, life and work.



Economy and environment

East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.



Safe, supported communities

East Renfrewshire residents are safe and supported in their communities and homes.



Older people

Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.

These outcomes were developed after thorough analysis of and engagement with our community in East Renfrewshire and a balance drawn between our desire to deliver high quality services to all our residents with the need to address deep-seated inequalities in our area.

Within each outcome we have identified the detailed contributions that the council will make to help achieve these outcomes. These are described in Appendix 1.

We measure our success in delivering our outcomes by robustly measuring our performance. Most importantly we measure how well we have actually improved outcomes for our population but as well as that we measure how our customers perceive our performance, how efficient we are at delivering our outcomes and how engaged our staff are in delivering our outcomes. This is sometimes called a balanced scorecard approach and we have been using this approach for many years in our performance management system. Many of these measures are available as benchmarks so we can compare our performance.

To deliver our promises to local people under our 5 outcomes, we realised that we needed to be able to respond effectively and smartly to our changing environment. That means responding to external factors such as declining budgets, challenging demographic changes and new, emerging legislation. We have developed 5 organisational capabilities that define what we must be excellent at in order to meet our future challenges and use our resources in the right way. By capabilities we mean the building blocks of technology, systems and processes and people that give us the ability to carry out our work.



Prevention – we will invest in activity that prevents problems occurring in our communities, rather than trying to fix things when they have already gone wrong. This will reduce demand for certain services and, at the same time, improve the lives of many of our most vulnerable residents and families. We will empower communities and individuals to take positive control of their own lives - rather than having things done to them.



Community Engagement – we will work hand-in-hand with our local communities to redesign services so that they work for and with the people who need them, empowering local people, continually refining what we do in order to jointly achieve our outcomes and engaging with people in ways that are meaningful to them and an easy fit with busy lives.



Use Data, Evidence and Benchmarking – we will make sure that all the decisions we take are grounded in evidence and what our communities agree works well. We will use the data that we have responsibly and effectively collected to focus our efforts where we can make the biggest difference.



Modernising How We Work – we will leave no stone unturned in ensuring we are an ambitious, lean organisation and have systems and processes in place which are fully modernised, so that our frontline employees are able to work as productively as possible to deliver the right services in the right areas.



Digital – we will develop digital confidence across our organisation and our communities and promote an ethos of ‘digital by design’, whereby we will make our services digitally accessible end to end, if we can demonstrate that this improves the service we provide for local people.

We will deliver our outcomes in a time of financial constraints and increasing demand by redesigning our services using the 5 capabilities.



In 2015, the Leadership Group agreed that the development of a set of clear, concise core values, to be shared across the organisation, should be a priority. These values will be an enabler at a time of great change, shaping our behaviours and supporting the council to realise its ambition.

In consultation with employees across the organisation, 5 organisational values were agreed. These are:



It is expected that departmental and team values will reflect the core organisational values but will also reflect professional identity and individuality.

Strategy on a Page

We realise that long strategy documents like this one are necessary but are not accessible for all our staff and residents. We have strategy guidance in place to help us streamline our documents and ensure they link to our vision

<http://intranet.erc.insider/CHttpHandler.ashx?id=10020>

There will be a communications plan to support this strategy and break it down so it is accessible to all. We have updated our main strategy infographic (Appendix 2) to show how our 5 outcomes, our 5 capabilities and our 5 values are at the heart of our strategy and it is shown below. This is our 'strategy on a page' and is the most comprehensive summary we have of our overall vision for the future. We are using infographics wherever we can to summarise our various strategies.



Our vision is to be a modern, ambitious council creating a fairer future with all and our ultimate aim is to make people's lives better.

WE ARE WORKING ACROSS EAST RENFREWSHIRE TO ACHIEVE THE BEST OUTCOMES FOR



EARLY YEARS



LEARNING, LIFE & WORK



ECONOMY & ENVIRONMENT



SAFE & SUPPORTED COMMUNITIES



OLDER PEOPLE

WE WILL ACHIEVE THIS BY EXCELLING IN OUR FIVE CAPABILITIES



PREVENTION



COMMUNITY ENGAGEMENT



DATA



MODERNISATION



DIGITAL

AND ALONG THIS JOURNEY, IN EVERYTHING WE DO, WE MUST LIVE OUR VALUES



people-centred



caring



trustworthy



efficient



innovative

Our Vision for the Future – what will this look like?

As we work towards our vision of “a modern ambitious council, creating a fairer future with all”, we will see changes across the council and the East Renfrewshire ‘family’ of organisations, and changes in how we work. Given that a lot can change in 5 years, it is not possible to paint an exact picture of the future but it is possible to plot a forward direction by building up our capabilities.

The vision below was set by us in 2015 – it is still relevant today so we have not revised its content this year; that will be done over time. We have however built the detail of some of the capabilities this year and links to further information are included wherever possible.





We will build our capability to be a digital council i.e. to offer services which are enabled by digital technology to the benefit of our customers and employees. Many customers now expect to be able to contact and communicate with councils using digital technology 24/7. They expect the same service they can get from commercial organisations. Digital technology allows those customers who can “self-serve” to do so, saving the public sector money and freeing up resources for those customers who are most vulnerable. Digital is now past the “tipping” point in society with the uses of digital technology expanding at a great rate into areas where we never thought digital technology could have a use. Councils must catch up to stay relevant to society.

Our focus will be on designing new digital processes, closely linked to our modernisation programme but even more radical. These will not just be about an on-line form or a tweet but instead will be about a fundamental redesign of all our processes end-to-end using digital technology. Our website will be designed to support whatever the most popular access routes our customers are choosing to use. A few years ago, our website was accessed by people using computers, now the main access route is via mobile phones and tablets. Who can predict the future? There is a lot more to digital, however, than just websites. Our focus will be on how digital can improve outcomes for our customers, particularly in our big spend areas such as Education and Social Care where the impact of digital technologies is just becoming apparent. From completely new learning technologies, to sensors to support vulnerable people to live independently but with the comfort that their wellbeing is being monitored, the possibilities are endless.

Of course, digital technology has a cost as well as a benefit and we need to prioritise our spend, taking advantage of new cheaper, easily available technologies and collaborative work with other councils. Our website will be the focus of our on-line services and a programme of increasing the on-line services available is required as a matter of urgency. Our schools need to be at the forefront of digital technology where best practice teaching will be supported by the best practice in digital learning. We need to take advantage of new developments in digital health technology to support our ageing population and, of course, we need to be able to use digital technology ourselves to gather data, to provide quicker services and to support our customers who cannot access digital technology easily. We need to strike a “deal” with our customers that by using digital technology they are freeing up resources for the most vulnerable.

<http://intranet.erc.insider/digital>

Digital technology allows those customers who can “self-serve” to do so, saving the public sector money and freeing up resources for those customers who are most vulnerable.





Modernising²⁷ how we work

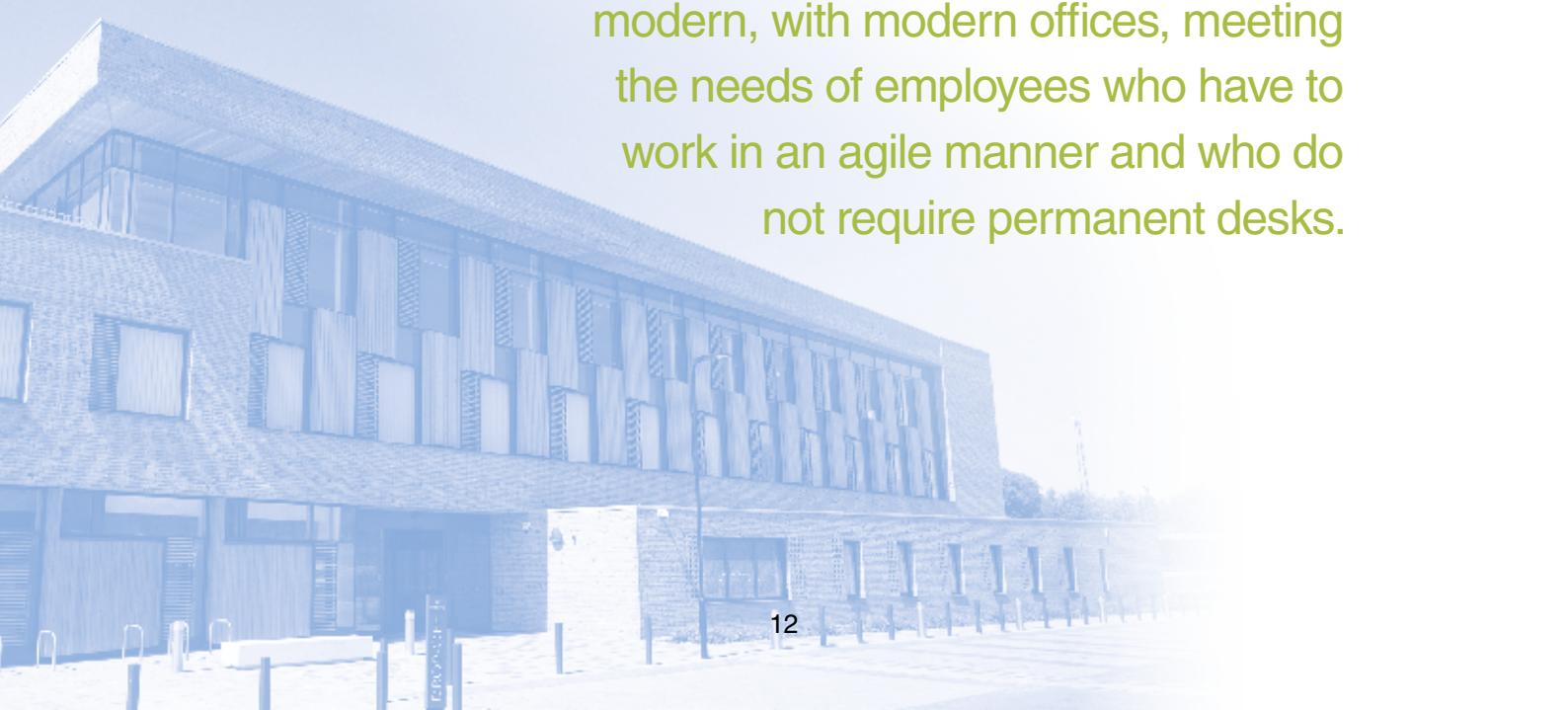
We will build up our capability to modernise how we work. This will allow us to be more efficient, helping us to meet the budget challenges ahead; it will give customers (external and internal) a better service and, equally importantly, it will help our own job satisfaction as we remove outdated processes and practices.

Our focus will be on modernising processes, taking out unnecessary approvals, duplication and manual processes. Processes will be automated, digital and paperless where possible, avoiding rekeying of data. Where we work will become more modern, with modern offices, meeting the needs of employees who have to work in an agile manner and who do not require permanent desks, as well as those employees who are office-based. We will have less floor space with a pleasant environment where employees can collaborate and work together as well as having quiet space when needed. Where possible, we will share space with partner organisations, building on our approach of “no walls” in our partnerships. How we work together will also change. Our management and leadership practice will be about knowledgeable leaders and managers who really care about their employees’ development and are prepared to coach and empower employees to help them do their best. We want everyone to feel trusted and to be authentic, not avoiding difficult discussions but handling them in line with our values. We want all employees to be guided by the values we have jointly developed and this will be far more powerful than any rules we could set. We want to break down old-fashioned hierarchies and be less formal.

This cannot be achieved overnight. We will have to work through every process, some of which go right across the council such as invoice processing and some at a department or team level. We will need robust project management to make sure that we prioritise our resources where they can make the biggest difference to our change projects and we will need strong project management to make sure we deliver the benefits. We will look at using office productivity tools better and start using voice recognition. We will all use systems directly i.e. “self-serve”. Our property estate is old and expensive to change but our proposal for our Corporate Landlord “improving where we work programme” will give us a structured way forward balancing cost savings and improvements in our work environment. Leadership and management changes take time as well to bed in. We will ensure all our leaders take part in new leadership programmes to help them build up their skills to help them lead and support employees in the changes ahead.

<http://intranet.erc.insider/modernisation>

Where we work will become more modern, with modern offices, meeting the needs of employees who have to work in an agile manner and who do not require permanent desks.





We are surrounded by data; but how much of it is really easily accessible information that allows us to use it to improve our services? New data processing and analysis technology are flooding the market but councils across Scotland are just at the beginning of making good use of the data we have and East Renfrewshire Council is no different.

Our focus will be, firstly, on making use of the data we have easy access to and turning it into information. We will start with the information about how we run the Council and make sure that all employees who need that information can access it easily. That means new skills for many of us, whether it is accessing data, manipulating it or using it directly. We then need to move to data analytics. Most people are already a “recipient” of data analysis whether it is seeing a relevant advert as you surf a website, a LinkedIn suggestion for someone you might know or supermarket vouchers which seem focused on your buying patterns. For our customers, we might use data analytics to help identify vulnerable clients, those at risk, when bins need to be emptied or gullies cleaned.

This is an area that needs a structured approach and we have already agreed to a “fit for purpose” review of information systems during every service review. We might need new software but often it might just mean making better use of our existing software. Administration employees, in particular, will find more of their job about analysing and organising information than ever before, hopefully enhancing their job and their skills. This work is led by our Information as an Asset Board.

<http://www.eastrenfrewshire.gov.uk/dataunlocked>

For our customers, we might use data analytics to help identify vulnerable clients, those at risk, when bins need to be emptied or gullies cleaned.





We will be building up our capability to work with our communities, encouraging them to work with us to improve outcomes. We have the opportunity to change how local government works, building in more local control using “participative democracy” which will encourage more local people to get involved in the future of their area (Quirk, 2011). With decreasing budgets, the focus must move back to communities to improve outcomes but they will need support.

By building this capability, communities, families and individuals will be actively involved in developing and delivering solutions to improve outcomes. We will use our values to guide our behaviours when working with communities and individuals. We will not insist that our professional opinion is always right but work closely with people to get the best solution for them within our financial constraint.

As we review our services, we will look to see where there is more opportunity for community engagement. We will develop toolkits to help employees ask themselves challenging questions about how they can involve individuals and communities. We will build on our Early Years work and engage with our older people to involve communities, families and individuals in delivering outcomes. Self-directed support encourages families and individuals to be partners in finding the best solution.

<http://intranet.erc.insider/community-engagement>

We have the opportunity to change how local government works, building in more local control using “participative democracy” which will encourage more local people to get involved in the future of their area.





All public services aim to deliver great services and the East Renfrewshire family is no different. We want to make people's lives better and we do this by putting our caring value into practice every day. Too often, though, we are fixing problems rather than preventing them happening. This is not good for our community or cost-effective in the long term. We need to focus on reducing the demand on our services.

Therefore, we need to redesign services to include a higher proportion of preventative action. This is challenging as our resources are already committed to fixing problems which we cannot stop doing until our preventative work bears fruit.

To do this we will take a firm evidence base when redesigning services to identify what preventative activity will work and what investment is required. We will review our budgets to ensure that we have the right mix of investment in preventative work and investment in ongoing delivery. For employees, this will mean that many jobs will change fundamentally. For some, there will be new opportunities to get involved directly in preventative work building on our Early Years work where employees are dedicated to working with families to help them become resilient. Some are employees that have been involved with working on "re-ablement" i.e. getting people independent again after an illness. For others, it will be a change of emphasis, with more time devoted to prevention activity be it in schools, trading standards or young people's services.

We want to make people's lives better and we do this by putting our caring value into practice every day.



Our Departmental Visions

To help make this vision as real and as tangible as possible for all our staff, our Directors worked on visions for their own departments and the HSCP and have shared these widely with their own teams. Given the progress we have made since 2015, we have reviewed these department visions and the latest version of each vision is now included in Appendix 3.

These changes will then be implemented through a programme of service redesigns based on the 5 capabilities.

Our Ambition

Our plans are ambitious. We want to be at the leading edge, delivering the best possible services to our communities. We have an ambitious strategy to deliver based on our 5 outcomes. We have many exciting projects ranging from the Early Years work to our City Deal infrastructure programme, from an ambitious capital programme with the first Jewish Catholic Faith Campus to different partnership models of delivery for Culture and Leisure and Social Care.

It is impossible to describe what life will be like for employees in the future in a few words. We will be building on this document by developing “animations” to help explain, visually, the changes the council will be undergoing.

We want everyone to be involved in creating this new future. We will all have to learn new skills and support each other to do so. This change has to be driven across the organisation by everyone; we all have to be engaged in the changes and feel we can influence them. There is a responsibility on all of us to aim to be guided by the values we have agreed and to be engaged in the development of our organisation. As a council, we have always had a reputation for excellence, for innovation and having great people. We must make sure that in 5 years we are very proud of what we have done!



Evaluating Our Approach to Change

This plan tells the story of how we will prepare and shape our organisation to be able to deliver our promises to local people in future years. It has been developed in collaboration with the council's Leadership Group, bringing together the views and experience of senior managers from across the council.

Collectively, we have high expectations and ambitions for our services. Improvement is in our DNA. We have a number of levels to our improvement journey (Appendix 4). This ranges from transformational change through through to our OD work to make sure we are fit and ready for the changes ahead. We manage continuous improvement through our own self-evaluation processes, including 'How Good is Our Service', audit and inspection and other tools like Investors in People and Customer Service Excellence. This is embedded into our annual service planning cycle and reports through 6 monthly performance reports from senior managers and to elected members and local residents.

The following section of our Vision for the Future Plan is constructed using McKinsey's 7s Framework, one of the best regarded models for evaluating how an organisation is planning and delivering change (Appendix 5). The model aligns well with the self-evaluation models we use in the Council.

It covers seven key areas essential to the effective functioning of an organisation: shared values, strategy, structure, systems, style, staff and skills. Each key area is addressed in this document with a description of our original objectives in each area, a summary of the key progress we have made to date and key priorities for the next stage.

Our Change Programme – MAP and OD

To make our overall change programme easier to manage, we have divided it into 2 parts (Appendix 6).

The first is our MAP (Modern Ambitious Programme) which is a formal programme of change and focuses on structure and systems. It is made up of:

- enabling projects for example projects to ensure we have the digital capability to deliver our change or projects to modernise our finance systems.
- Service redesigns where a service is reviewed to see if by using the 5 capabilities and the enabling projects, the service would be redesigned to be more effective and efficient. Service redesigns are taking place all across the Council, HSCP and Culture and Leisure Trust.

The second part is our organisational development (OD) programme which focuses on the people aspects of change and development (i.e. shared values, style (leadership), staff and skills).



Our Vision for the Future – Planning and Delivering Change

This section of the plan looks back at the objectives we set ourselves in 2015 and how we are doing against them. We then look ahead to what we need to focus on next in each area. This work will be overseen by the CMT.



Our values govern our behaviours. As such, we need to pay attention to them. Research demonstrates the important link between job satisfaction, employee retention, employee engagement and organisational values.

In response to the findings of the 2014 Employee Survey, the Leadership Group agreed that the development of a set of clear, concise core values, to be shared across the organisation, should be a priority. These values will be an enabler at a time of great change, shaping our behaviours and supporting the council to realise its ambition. It is expected that departmental and team values will reflect the core organisational values but will also reflect professional identity and individuality.

In consultation with employees across the organisation, 5 organisational values were agreed. These are:



What needed to happen and what progress have we made?

- 1.1 The organisational values need to inform processes such as PRD, recruitment and selection, learning and development and the development of a leadership framework - [We are now more specific about what behaviours we mean by our values and are integrating these into our processes. Appendix 7 is a diagram which shows the behaviours that relate to each value.](#)
- 1.2 We need to look in more detail at the culture of the organisation to ascertain if our current culture supports our values and our aspiration to be a 'learning organisation' – one that is reflective and can learn from experience in a safe environment - [Our most recent employee and Citizens' panel surveys show that most people recognise that the Council's work reflects the values. Compared to last year, more citizens recognize our values when dealing with the Council and 77% regarded us as caring. The one value that was least associated with how we work was innovation and although the score of 59% was not too bad for a public sector organisation it is an area for improvement.](#)



What do we need to do next?

- 1.3 We will continue to embed the values into our processes.
- 1.4 We will continue to find ways to embed innovation into the way we work as an organisation and remove any barriers to innovation.

Organisations need a clear strategy which can be understood across the organisation. Each employee should understand their part in achieving the strategy. Councils are complex organisations, delivering many services and operating in a fast changing political, economic and technological environment. We need to ensure that our strategy continues to change and develop to best meet the needs of our residents.



What needed to happen and what progress have we made?

- 2.1 We will continue to focus our resources, and those of our partners, on our agreed 5 outcomes. *We have worked with our community planning partners to refine and refocus our work on the five outcomes. We have identified stretch aims within each outcome where we believe we are not achieving enough to address the inequality gap and we are monitoring progress on these areas of ambition. This will hold us in good stead for the new developments in community planning where the Government have asked partners to jointly work and resource a smaller number of areas related to closing the inequality gap. We have also introduced driver diagrams for all our strategic work to ensure that the “Golden Thread” between our overall strategy and our more detailed strategies is very clear and that we have identified what actions will make the biggest difference to achieving our outcomes. Despite being challenging to implement initially, the driver diagrams approach is now well embedded in the Council and has been well received by councillors. Driver diagrams are part of our strategy one page approach to communication.*
- 2.2 We will continue to enhance our capability to deliver our strategy and will invest in the enablers that will help us reach our goals. *We have continued to robustly evaluate and challenge our performance through 6 monthly review meeting at Directorate level, performance reports to committees and now Full Council. Reports show trend and benchmark information wherever possible and identify where corrective action is required. Audit Scotland have reported positively on the quality of our public reporting with our clear identification of areas of improvement identified as best practice.*
- 2.3 We will ensure that we have a manageable programme of change that is understood and supported by our management and employees. *We have embarked on an ambitious programme of service redesign to ensure each council service is fully modernised and can maximise its contribution to our outcomes. We have a very significant number of service redesigns and transformations underway which have been guided by our five capabilities. The scale and pace of change is greater than we expected when we started our transformation work “modern ambitious Council” and we have introduced a capacity grid for support services so that we can prioritise the use of our scarce human resources and ensure that staff have a manageable workload. We summarized our work to date in a report to Council in September 2016 and the report is attached here: <http://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=18048&p=0> Communicating the work is an ongoing challenge and we are committed to doing everything we can to make employee communications about our change programme as good as they can be and to build ‘stories’ of how change is leading to better outcomes. We are using infographics and videos to make our work more understandable.*



What do we need to do next?

- 2.4 We will work with our partners to change the way we do community planning to ensure that we meet the aspirations of the Government and our own Council and staff to close the equality gap in our most deprived communities through the new Local Outcome Improvement Plan and locality planning process. However we will do that in a way that does not detract from the very clear focus on our 5 overall outcomes and golden thread that have driven the work of our Community Planning partnership and Council successfully.
- 2.5 Our reports to Cabinet and Education Committee at a service level are thorough although lengthy. We will pilot a new approach to reporting that will improve the layout of the information presented to elected members to make scrutiny easier. The first reports in the new format will go to elected members in August 2017. Our reports to Council on the progress of the Community Plan Partnership and the Council are also thorough and although they have been streamlined over recent years through the rigour of using driver diagrams, there is an opportunity to improve reporting and scrutiny further.
- 2.6 We will continue to deliver our programme of change, making sure that we get the best possible balance between our ambitions and pace of change and the need to engage our staff and communities in that change. Our focus on delivering our 5 outcomes, through excellence in our capabilities and our values will continue.

The structure of the organisation describes our hierarchy and how our departments and teams are set up. It also describes how decisions are made, whether these are centralised or decentralised, and how accountability works. The structure is traditionally captured in an organisational chart.



What needed to happen and what progress have we made?

To deliver our 5 outcomes, we need to change our structures and move towards a new organisational model.

- 3.1 We need to have flatter hierarchies and promote and support empowered decision-making. As we have redesigned our services, we have built in fewer layers of management and have begun to delegate decision-making processes. All service redesigns build in fewer layers of management as we apply agreed organisational design principles. We report twice yearly on workforce planning to ensure we have the right skills in the right place going forward. We have seen a reduction of 167.2FTE since April 2015 against a budget target of 200FTE by March 2018. We still need to do further work on our supporting procedures to allow employees to work within a clear framework where they are empowered and supported to make decisions based on our values.
- 3.2 We need to develop new project management structures that allow us to work across traditional departmental boundaries, in flexible project teams if needed, utilising our collective skills particularly for our key strategic programmes such as City Deal and Early Years. Project management is a key part of MAP, which is overseen and governed by the CMT in their role as MAP Board every 6 weeks or so. In addition, each department has its own change board with a focus on project management timelines and ensuring delivery and escalation of any key issues. We are investing in development of project management skills and were the first council in Scotland to work with the SQA to develop an approved qualification in this area – we are now working with the Improvement Service to roll this out in other councils. When the Council was successful in achieving an investment of £44m in the local area through the City Deal we realised that our existing structures would not achieve delivery of such a major infrastructure programme at the pace and scale required. A new major developments team was established to focus on and fast track major economic developments.. The team delivered the very first City Deal project in the Glasgow City region.
- 3.3 Some of our services will be delivered in a different way outside the traditional structure of the council by other organisations. We need to provide resource and expertise to ensure that these new organisations and services are established and supported to be successful. This includes the move of our culture, leisure and community halls services to charitable trust status and the transition of the CHCP to a new HSCP. This may include the outsourcing of some services traditionally provided by the council to the third sector or the private sector, if we can demonstrate that we can achieve best value by delivering them in a new way. We are open to new ways of working and alternative delivery models and we make decisions based on a key principle that all opportunities must test the extent to which alternative delivery models can demonstrate improvements in performance, increase the resilience of services or evidence clear reductions in cost. Proposals must improve services for customers and outcomes to residents. Our culture, leisure and community halls services have been successfully moved to a charitable Trust. The Trust is delivering well for our residents with a cost efficient structure, some great performance results, and a new independent Board. The Trust has huge ambition for local services and shares this with the Council through its Business Plan for the year ahead. <http://www.ercultureandleisure.org/CHttpHandler.ashx?id=18277&p=0> The transition from the CHCP to the HSCP has been smooth for staff and residents due to the longstanding integrated service delivery model already in place. The new governance structure has taken time to ensure that the relative roles of the Council and the IJB are clear and this work is now complete.

Our Waste services are part of an award-winning procurement exercise with other local authority partners and have now secured a home for all our residual waste from 2019 for 25 years. The contact with Clyde Valley Residual Waste is worth £500m.

- 3.4 We need to ensure that we have a robust structure for ensuring that this plan is delivered with clear governance and accountability. The Corporate Management Team has overarching responsibility for governance in respect of the plan. Every 6 weeks or so, the CMT takes on the role of the MAP Board. The main focus is to ensure that we are delivering on the 3 “hard” aspects of change i.e. strategy, systems and structures. Projects are divided into “Enabler” projects (which provide change opportunities for the entire Council) and service redesigns which are specific to departments. Enabler projects are scrutinised by the MAP Board and prioritised. Service redesigns are governed through Department Change Boards with only projects which require corporate resources escalated to the MAP Board. We have set up a formal Programme Management Office to support the transformation that we are undertaking and will ensure that the projects are sufficiently resourced to manage the scale of change and support staff through the process. The OD Board, chaired by the Director of the Environment, oversees the implementation of the “soft areas” within this strategy on behalf of the CMT i.e. shared values, style, staff and skills. This is a cross-departmental group that will act as the “voice of business” working in partnership with the HR teams who have a delivery role. The OD Board recommends actions to the CMT where required.



What do we need to do next?

- 3.5 We need to do more to empower our employees. Our procedures still need further work to modernise them to ensure that employees can make the best decisions for their customers whilst working within an auditable framework.
- 3.6 We need to continuously check that our cross council projects are prioritized and have access to the resources they require to deliver.
- 3.7 We need to ensure that work with our “family” of organisations is as supportive as possible and that the services we deliver to them are customer focused. We need to review our service level agreements to make them focused on the needs of the Trust and IJB/HSPC.
- 3.8 We need to ensure that the workload of the Corporate Management Team, at its weekly meeting, does not become so heavy that it slows down the pace of change.
- 3.9 As the ambition of MAP has developed across all departments, the number of service redesigns has increased considerably as services use their developing knowledge of the 5 capabilities to make their services more efficient and effective. Many of these redesigns are transformational and are putting pressure on the support services to provide leading digital solutions, improved information flows and change/HR expertise. This will continue across the Council for the foreseeable future and resources must be carefully managed and prioritised to achieve the maximum impact.
- 3.10 We will take all opportunities to review our organisational structure to ensure it is fit for purpose to lead the ambitious agenda we have and to respond to change.

Good systems enable an organisation to work efficiently and smartly. How they are monitored and evaluated is as important as the system itself, and we must continually challenge ourselves to ask whether our current systems and the rules that govern them are fit for purpose or have become outdated.

Our systems have to be able to deliver our ambitious change programme and support the 5 capabilities. Systems can be the ICT systems that we use or they can be the rules and procedures that govern how we work.



What needed to happen and what progress have we made?

- 4.1 We need to develop systems that allow resource to be focused onto preventative activity.
We have ensured that our budget planning process maintains a strategic focus on preventative spend, especially through our early years, raising attainment and our older peoples work. This has been challenging in times of tight finances as preventative work often brings benefits in future years, not the present, and more has to be done.
- 4.2 We need to develop systems that improve our ongoing engagement with our communities.
We cannot deliver the outcomes we want for our population without them being involved in the design of those services and even in some cases helping to deliver these services with us. Community engagement is an important capability for us because we need our communities to be more resilient, to support each other and to self serve – as the public purse reduces communities need to do more. Community empowerment act gives us a renewed impetus to take this work to the next stage.
Through our locality planning work with partners including Lloyds TSB Foundation we are engaging local communities that are particularly disadvantaged – building on Fairer Scotland conversations and our good work in Auchenback. Resources have been assigned to support further capacity building to support these communities to shape local priorities and spending decisions. The Community Planning Partnership (CPP) knows our area very well. We use socio-economic/service data and evidence & research to understand local needs, preferences and priorities and shape the strategic direction of local service design and delivery.
We have been modernising of how we engage communities introducing Citizen Space platform as a single digital gateway for ERC consultations. Our community engagement team have been working with community facing colleagues across the Council to develop best practice processes and systems to allow us to engage more effectively with our community.
- 4.3 We must invest in systems that help us make the best use of the data we have in the organisation, enabling the sharing of data and appropriate analysis. As we redesign our services, we are carrying out a fit-for-purpose review of our information systems. Our “Information as an Asset” Strategy has now been approved by our corporate management team and named “Data Unlocked”. We have identified new skills that we need to manage and analyse data within the organisation and also identified that we require more formal data management structures. We are piloting the use of Office 365, which has the potential to allow us access to a range of new software packages which will make the management and sharing of information easier.
- 4.4 We need to modernise how we work and invest in systems that will enable employees to work in an agile way and reduce unnecessary transactions or administrative activity. Our buildings must be fit for purpose, energy efficient and encourage modern, cross-departmental ways of working. A business-driven Digital Strategy will be implemented, supported by a planned, scalable, sustainable approach to agile service design. The programme of agility has been delivered with about 900 employees now working in an agile way. Pro-active leadership and advocacy of agile working has been put in place to support managers and their employees in making this transition, and we will nurture a supportive agile culture where performance is measured in terms of outcomes, not activity.

- 4.5 We need to ensure that we have access to first class digital technology that will create digital confidence internally and externally across our communities, to provide easy-to-access online services and real-time dialogue with our customers. [Our communications team has continued to use social media to reach out and engage with the sections of our community who can use this technology effectively. Our Facebook discussion on changes to recycling gives a great example of using social media. We have published our Digital Strategy and establishing a customer digital experience team.](#)



What do we need to do next?

- 4.6 Our long term investment (when available) must be focused onto preventative spend.
- 4.7 Community Engagement will be an increasing focus and our driver diagram will help us ensure we prioritise our work with communities for maximum impact. This will be prioritised in locality planning areas of need and will also sharpen our focus on skills of our staff.
- 4.8 The new “Data Unlocked” strategy now needs to be implemented. New roles will emerge as the strategy develops and new data and technology systems will be procured and implemented. Our move to Office 365 will enable new ways of managing and sharing data across the organisation.
- 4.9 We will continue to modernise how we work with more empowered staff moving to agile working with improved efficient workplaces incorporating concepts from the “digital workplace” and Corporate Landlord approach. We will continue to focus on the benefits of collaborative working.
- 4.10 Given the rate of technology, we are moving at pace to implement our Digital Change Programme at the same time as finalising our strategy. Our Digital Strategy is now available with a summary driver diagram. The strategy is a “live document”, constantly being updated. We are recruiting a Customer Digital Experience team to ensure that we design processes from a digital customer perspective to support departmental service redesigns and we will be rolling out a new digital direct communications channel for residents.

Leadership style has a powerful effect on employee retention, morale and productivity. Leadership style tells us a lot about the culture of an organisation, how cooperative or competitive working relations are, how well teams function and how effective the leadership is. When an organisation's leadership style is enabling and engaging, employees feel positive and empowered. Good communications are an enabler of a positive organisational style and ensure employees remain informed, engaged and supported. Our people are our greatest asset and we are focused on developing our workforce to provide the most efficient and modern service to our residents.



What needed to happen and what progress have we made?

- 5.1 We require a clear description of the sort of leader we expect in East Renfrewshire Council. This involves developing key competencies that should be exhibited by our senior managers to help deliver our vision. The competencies will shape an ongoing development plan for the Leadership Group. This competency set will also provide a framework for personal development, succession planning, recruitment and selection, and performance management. [Our leadership competencies have been developed in consultation with many of our managers and leaders and have been used as the basis for questions in our 360 degree feedback process. After a year of operation, we have evaluated feedback on the competencies and are now reviewing them and tightening them up a little to reduce duplication.](#)
- 5.2 Our senior leaders and managers need to be supported in their development to enable them to manage the rate of change, and support their teams through the transformation process. We made a commitment to develop the leadership skills of our senior and middle managers to make sure we are working together in a supportive and empowering way that emulates our values and vision. We are now supporting 110 managers to participate in Leaders of the Future and all our senior team have taken part in Vision for the Future.
- 5.3 Our workforce needs to feel connected to and engaged with the organisation to enable it to operate at the highest level during the change process and in the face of future challenges. We have prioritised internal communications, seeking to enable employees, especially those who are not office-based, to link with one another, and to be able to participate in communication with their managers and teams. We have used videos and blogs to connect staff more easily to the leadership of the organisation. Our 2016 employee survey reported an overall employee engagement score of 72/100, looking at the overall balance of views across the survey – this indicates a strong level of staff engagement.



What do we need to do next?

- 5.4 We will update our leadership competencies and embed them within our everyday work.
- 5.5 We will continue to develop our middle managers through our Leaders for the Future programme. For all those who have completed our leadership programmes, we will continue to work with them to develop their leadership skills especially linked to the 5 capabilities.

The backbone of our organisation is our employees and how engaged they are in their work will affect how the organisation performs.

The results of our employee survey will help us to understand the mood of our workforce, where we are getting things right and what areas require our attention. This will help us to gauge how successful we are at bringing our workforce on our journey through change to deliver our 5 outcomes, and how true we are to our vision and values. Research [Global Human Capital Trends 2015 (Deloitte)] has shown that workers today want more. They want something different. They are demanding; they want meaningful work and they expect their employer to make work more rewarding in many ways.

At the core of this is employee engagement. In the past, employee engagement typically referred to an employee's willingness to exert "discretionary effort" and ended up being measured through an annual survey. Annual surveys are insufficient. While they do give an annual view, they do not help organisations understand the passion, soul and real issues going on day-to-day.

We need to redefine what engagement means. Again research shows that there are five elements which drive a highly engaged workforce:

- The work itself
- The management environment
- The flexibility and inclusion of the workplace
- Peoples ability to learn and grow
- Trust and meaning from leadership.

"Best places to work" companies don't just have freebies. They have a soul which makes work exciting and energising. They invest in great management and leadership, they train and develop people so that they can grow and they define their business in a way that brings meaning and purpose to the organisation.



What needed to happen and what progress have we made?

- 6.1 We need to make sure that we are listening to employees - [We have reviewed the Council's approach to employee engagement. To do this we delayed the planned employee survey in 2015 to ensure that measureable real progress could be made on actions between surveys and to change the focus from surveys to actions. The survey is just one method used to 'take the temperature of staff views and this is augmented by other ways of listening to staff. The survey showed improvements in a number of areas including more staff feeling that: they are recognised and thanked for the work they do; their views, ideas and opinions are listened to; they have access to the tools, equipment needed to do their jobs well and are treated with dignity and respect. The results of the latest survey came out in summer 2016 and action plans are now nearing completion. Oversight of progressing actions on the survey findings will be carried out by the OD Board. We have also introduced an employee engagement measure in our ODP.](#)
- 6.2 Our existing workforce needs to be supported to benefit from a meaningful work-life balance. Our employees are increasingly required to take on increased levels of work and additional responsibility. As we move to agile work practices, our employees will be expected to work in new ways, often with less contact with others, and to do more with less. We have to exercise care in how we support our employees to cope with this change and make sure our contact with them is meaningful and empowering. We need to trust our employees to work in an agile manner and ensure they have the right tools and training to enable them to carry out their role with less direct supervision and office-based contact. This involves cultural change across the organisation and a genuine shift from presenteeism to a focus on mutual trust, clear objective setting, good performance management and reliable monitoring - supported by excellent communications. [We now have around 900 staff working in an agile way. The new Eastwood Health and Care is one of our first buildings that fully supports agile working. The building has been designed to ensure that staff have access to a range of working environments to meet both their work needs and their personal needs with good quality space for staff rest time. There is no longer a desk per person and staff are working effectively in more agile and flexible ways. We have developed a policy for agile workers to ensure that everyone is clear, staff and managers, on what we expect](#)

- 6.3 To improve employee engagement we need to have improved open two way communication with our employees. *We have significantly improved our internal communications by changing the tone and content to make it much more accessible for staff. The staff magazine is now online and that allows a much wider range of communication methods to be used such as videos and animations. We celebrated our 20 year anniversary in 2016 and enjoyed looking back at all that we have achieved in East Renfrewshire in that time. Animations are now widely used to help embed all aspects of our strategic approach with our employees. Some new channels are now available for 2 way communication but more can be done in this area using social media.*



What do we need to do next?

- 6.4 The management team will continue to identify ways to increase employee voice and will embed employee engagement within their respective service areas. The OD Board has an oversight role in this area, promoting and enhancing employee engagement. The employee survey will be reviewed to ensure that it measures employee engagement and action plans will be implemented. Direct response to the most recent employee survey findings has prompted range of planned actions across departments and services. Key actions to be delivered council-wide include:
- Establishing better communication to staff groups including on planned change and its implications, and focusing on reward/recognition of good practice
 - Renewing focus on supporting career progression, improved PRDs and development of learning opportunities
 - Encouraging more collaborative working through colocation, developing agile environment and technology (e.g. Office 365).
- 6.5 We need to invest in many of our other buildings to make them more suitable for new agile ways of working and to give our staff a better working environment.
- 6.6 We need to ensure that our communication is much more 2 way using social media and other methods to ensure that the voice of our employees is heard. The development of effective staff communication processes within departments, supported by the Internal Communications Toolkit

We need to ensure we have the skills to support the strategic goals of the organisation. We need to look at our existing skills and strengths, address any gaps and then keep a keen eye on our organisational fitness for the future. Key enablers in this area will be providing a clear structure and processes to ensure we support the 5 capabilities, organisational support for staff learning and creating the right environment for the learning to take place.



What needed to happen and what progress have we made?

- 7.1 As our organisation changes and we deliver our services in a different way, our workforce requirements need to be clearly described and planned so that the organisation is fit for the future. [Our workforce plan is increasingly identifying the skills we need for this future. We are recruiting in some specialist skills in digital and ICT as well as supporting our staff to upgrade their skills in these areas through our Digital Strategy, digital professionals, and digital skills working group. The corporate learning and development calendar already offers training in areas that support the 5 capabilities and individual departments support the professional development of their employees.](#)
- 7.2 We will consider if we have the appropriate skills mix to achieve our outcomes. This will take into account what skills gaps might exist in our proposed target operating model and how we address this. It will impact on how we approach recruitment, selection, redeployment and training. [We are changing the shape of our workforce and identify the job types and skills that are essential for the future; some of this has been driven by legislation. We will support this by investing in the development of our people, using succession planning and using focused recruitment and selection. These processes will be aligned with the organisational values, leadership competencies and the organisation's desire to develop the 5 capabilities.](#)
- 7.3 Current OD capacity and capability need to be increased and developed in order that we can maintain and sustain any organisational development initiatives. [The support of a seconded specialist OD Manager has helped us move forward significantly. Skills have now been transferred into the organisation although resources remain constrained.](#)
- 7.4 Support must be put in place to ensure employees feel properly equipped to be able to analyse and make best use of complex data for the purposes of making evidence-based decisions and planning. [Our data unlocked strategy will help us determine what skills we need. We have now defined some data related jobs such as data analyst. This strategy is overseen by our Information as an Asset \(IAAA\) Board.](#)
- 7.5 A workforce and governance structure is required to achieve the development of the 5 capabilities. This needs to be supported by an innovative network of enthusiastic employees and managers who consider what cultural issues and skills gaps need to be addressed. [The OD Board provides the governance for developing the "people" side of this plan. The IAAA Board looks at the data side; the Corporate Asset Management Group oversees some critical aspects of modernization and the Community Planning Partnership oversees the delivery of local outcomes and looks at the skills required for areas such as locality planning and developing our approach to community engagement.](#)
- 7.6 The issues around barriers to employee learning time need to be explored with a representative group of employees and a strategy to address the issues identified and implemented. [We have introduced protected learning time for those employees for whom it can be difficult to schedule learning within front line duties.](#)



What do we need to do next?

- 7.7 We need to take action to address some medium term skills issues e.g. Government legislation to increase nursery entitlement means that we will rapidly be increasing the number of child development officers we employ. We need to ensure that we can use a range of options including retraining of existing staff to meet this need.
- 7.8 Our workforce plan needs to become more detailed with specific actions to address our changing skill requirement due to our change programme, legislation and the demography of our workforce.
- 7.9 We need to formalise our approach to organisational development, embedding the principles into the core work of our organisation.
- 7.10 We need to take forward our work on ensuring we have access to data skills.



This delivery of these new priority areas can be summarised as:

- Embed the values into our processes.
- Find ways to embed innovation into the way we work as an organisation and remove any barriers to innovation.
- Work with partners to change the way we do community planning to close the equality gap in our most deprived communities through the new Local Outcome Improvement Plan and locality planning process.
- Pilot a new approach to reporting that will improve the layout of the information presented to elected members to make scrutiny easier.
- Deliver our programme of change, balancing our ambitions and pace of change with the need to engage our staff and communities in that change.
- Continue our focus on delivering our 5 outcomes, through excellence in our capabilities and our values.
- Empower employees and modernise procedures.
- Ensure sound management of cross council projects and access to the resources they require to deliver.
- Ensure that work with our “family” of organisations is as supportive and customer-focused as possible and review our service level agreements to make them focused on the needs of the Trust and IJB/HSPC.
- Ensure that the workload of the Corporate Management Team, at its weekly meeting, does not become so heavy that it slows down the pace of change.
- Manage and prioritise support services’ resources carefully to ensure that service redesigns have access to leading digital solutions, improved information flows and change/ HR expertise.
- Take all opportunities to review our organisational structure to ensure it is fit for purpose to lead the ambitious agenda we have and to respond to change.
- Focus our long term investment (when available) onto preventative spend.
- Increase the focus on Community Engagement, prioritising locality planning areas of need and growing skills of our staff.
- Implement the new “Data Unlocked” strategy including emerging new roles and systems.
- Continue to modernise how we work with more empowered staff working in collaborative ways and moving to agile working. Improved efficient workplaces incorporating concepts from the “digital workplace” and Corporate Landlord approach. We will continue to focus on the benefits of collaborative working.
- Implement our Digital Strategy; create a Customer Digital Experience team and roll-out a new digital direct communications channel for residents.

- Update our leadership competencies and embed them within our everyday work.
- Continue to develop our middle managers and continue to work across the Council to develop their leadership skills especially linked to the 5 capabilities.
- Increase employee voice and embed employee engagement, including actions from the most recent employee survey.
- Invest in many of our other buildings to make them more suitable for new agile ways of working and to give our staff a better working environment.
- Ensure that our communication is much more 2 way using social media and other methods to ensure that the voice of our employees is heard. The development of effective staff communication processes within departments, supported by the Internal Communications Toolkit.
- Take action to address some medium term skills issues e.g. we will rapidly be increasing the number of child development officers we employ.
- Develop the detail of our workforce plan with specific actions to address our changing skill requirement due to our change programme, legislation and the demography of our workforce.
- Formalise our approach to organisational development, embedding the principles into the core work of our organisation.
- Take forward our work on ensuring we have access to data skills.

Conclusion

It is clear that we have made very significant progress towards delivering our Vision for the Future plan in a very short space of time. We have a clear understanding of the actions we need to take to continue on this journey, focused at all times on making life better for our residents. This review suggests we are well on track with our vision of a modern, ambitious council creating a fairer future with all.

A number of the links in this document and associated appendices are hosted on our internal intranet. Therefore if you have any difficulty accessing these please email policyandimprovement@eastrenfrewshire.gov.uk and we will make them available to you.

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Appendices

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Outcome 1 - All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.

Intermediate outcomes:

- 1.1 Parents are supported to provide a safe, healthy and nurturing environment for their families.
- 1.2 Our young children are healthy, active and included.
- 1.3 Our young children are safe and cared for.

Outcome 2 - East Renfrewshire Residents are fit and active and have the skills for learning, life and work.

Intermediate outcomes:

- 2.1 Children are confident, effective learners and achieve their full potential.
- 2.2 Children and young people raise their educational attainment and achievement, developing the skills they need during their school years and into adulthood.
- 2.3 Residents have the skills for employment through increased take up of education and training opportunities.
- 2.4 Residents are active and optimise their health and wellbeing

Outcome 3 - East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.

Intermediate outcomes:

- 3.1 The economy is stronger through increased business growth, targeted support and investment.
- 3.2 Our natural and built environment is enhanced and our environmental impact minimised.
- 3.3 Residents live in communities that are strong, self sufficient, resilient and supportive.
- 3.4 Residents live in warm, dry and energy efficient homes.
- 3.5 Residents have access to a range of services via travel choices based on an integrated and sustainable transport network.

Outcome 4 - East Renfrewshire residents are safe and supported in their communities and homes.

Intermediate outcomes:

- 4.1 Communities experience fewer incidents of vandalism, street disorder and anti-social behaviour.
- 4.2 Community safety and public protection is safeguarded
- 4.3 Residents are protected from harm and abuse and their dignity and human rights are respected.
- 4.4 Our vulnerable residents are able to live as safely and independently as possible in the community and have control over their care and support.
- 4.5 Carers' roles in providing care are recognised and valued.
- 4.6 People are improving their health and well being by recovering from problematic drug and alcohol use.

Outcome 5 - Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.

Intermediate outcomes:

- 5.1 Older people are able to live as safely and independently as possible in the community and have control over their care and support.
- 5.2 Older people feel included and empowered to make a valuable contribution to their local communities.

Why are we here?



“To make people’s lives better”



Single outcome agreement







What we are here to do:

Early Years	Learning, Life and Work	Economy and Environment	Safer, Supported Communities	Older People
All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.	East Renfrewshire residents are fit and active and have the skills for learning, life and work.	East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.	East Renfrewshire residents are safe and supported in their communities and homes.	Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.

How can we achieve what we are here to do?

Single outcome agreement

Why are the five capabilities important?



FIVE Capabilities



Prevention



Digital



Community Engagement



Data



Modernisation

<p>We will ... choose to prevent problems from occurring in our communities, rather than trying to fix what has already gone wrong.</p>	<p>We will ... choose to be digital by default wherever possible. We will examine and digitise our processes to make it easy for people to access our services online.</p>	<p>We will ... place a high value on listening to local people and asking for their views. We will work hand in hand to plan and deliver the services that truly make lives better.</p>	<p>We will ... seek and share meaningful information to plan our services and measure if we are getting it right. We will not collect numbers for the sake of it.</p>	<p>We will ... continually look for ways to modernise and improve how we do things. We will make it easier for local people to access our services.</p>
<p>We will ... instinctively take a preventative approach in our daily work, placing children, early years and the reablement of our elderly at the heart of how we plan services.</p>	<p>We will ... encourage local people to use our website and social media to speak to us, and each other, 24/7, 365 days a year.</p>	<p>We will ... listen, understand and respect, empowering our communities to do more for themselves.</p>	<p>We will ... use data to plan, we will evidence what works, and we will benchmark what we do with those who might be doing it better.</p>	<p>We will ... put a stop to bureaucracy and inefficient processes. We will focus on what is best for local people and not what is easiest for us.</p>

What guides us?

Our vision and values
Our corporate statement
Our people – engagement with staff
Our roadmaps – the planning process

How do we know we're getting it right?

Customers – our residents are kept well informed and they know how to access our services, whenever they need them, to help make their lives better
 People – our employees are happy and healthy at work, and are skilled and supported to deliver our outcomes that will help make people's lives better
 Efficiency – our systems and our processes are simplified and streamlined and our services are cost effective, helping us to focus on making people's lives better.

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Appendix 3(a) HSCP Vision

Future Model for Health and Social Care

Our Vision

We will work with the people of East Renfrewshire to improve lives by

- Valuing what matters to people
- Building capacity with individuals and communities
- Focusing on outcomes not services

Our Links to the Council

We are part of the East Renfrewshire family. Our partnership was formed by East Renfrewshire Council and NHS Greater Glasgow and Clyde. Our strategy and budget is directed by East Renfrewshire Integration Joint Board, which has both East Renfrewshire Councillors and NHS Greater Glasgow and Clyde Board members. We work locally as part of East Renfrewshire Community Planning Partnership.

Relationship with the 5 capabilities

The 5 capabilities are key to us achieving our HSCP vision. Our greatest planning influence has been the Christie Commission objectives for reform of Public Services.

- Public services are built around people and communities
- Public service organisations work together effectively to achieve outcomes;
- Public service organisations prioritise prevention, reduce inequalities and promote equality; and
- Public services constantly seek to improve performance and reduce costs and are open, transparent and accountable.

There is a clear overlap between each of these and the 5 capabilities. We have embarked on an ambitious change programme and made considerable progress on many of the capabilities. However there is still much to achieve. The sections below detail some of the work we have embarked on and our ambitions for the future.



Prevention

We have recognised for some time that the impact of demographic pressures, coupled with pressures on public funding, means we need to reduce the demand and reliance on our services through focusing on prevention and early intervention.

We will continue to build on our **early years work** and initiatives in partnership with Education and other council services. In redesigning our children and families services: early identification (through Request for Assistance) and our targeted interventions ensure that children and young people are prevented from moving towards the higher levels of need. We recognise that we have a special responsibility for those who are looked after and in our care, and our first ever **corporate parenting plan** creates as many opportunities as possible for care experienced young people to succeed.

In community services our care@home service is rolling out **reablement**, working closely with our Rehabilitation and Enablement Services, to support older people to rebuild their skills and confidence. We have invested in new **link workers and community connectors** who work with people who are socially isolated, finding community resources and helping people access local services and activities to promote their sense of wellbeing. Our mental health, addictions and criminal justice services are all moving to a **recovery focus**.



Community Engagement

Through our Strategic Plan we make a commitment to working together:

With individuals as partners in planning their own care and support. We are putting this into practice through having good conversations and projects such as My Life My Way. Our newly developed Champions Board brings together care experienced young people with corporate parents, ensuring the voices of our vulnerable children and young people are heard and reflected in planning and service delivery.

With carers and families as partners in the support they provide to the people they care for. We are developing opportunities for creative and flexible respite options working with our young people with additional support needs and their families and we are planning for the new Carers Act in partnership with local carers.

With communities as partners in shaping the care and supports available and in providing opportunities for people to get involved. Examples of how we are taking this forward include our Community Led Support programme and redesign of day services, where we are gathering great stories of how people's lives are improving.

With local organisations, including our community planning partners and providers. We are developing joint work with the Culture and Leisure Trust and, through our public social partnership with local providers, we have redesigned supporting living services and are now reviewing sleepover arrangements.

With our staff as partners in developing and delivering our vision, valuing their knowledge, skills and commitment to health and social care.



Data, Evidence, Benchmarking

We will continue to develop our strategic and locality needs assessments using the skills of our **local intelligence** support team. We are unlocking data and linking it together with people's stories to understand different health and social care experiences, use of services and costs. This will guide how we plan, prioritise and personalise in the years ahead.

We want to move towards an **improvement approach**. Focusing on trends allows us to identify the key areas where we need to improve and then draw on the range of improvement expertise within the HSCP and wider council. We want to make decisions based on evidence and analysis. We recognise that we need to support our staff to develop these skills and our learning and development plans will reflect this.

We are strengthening our care and clinical governance arrangements, underpinning safe and effective practice. We are working with academic institutions, such as the Centre for Excellence for Looked after Children in Scotland, using and contributing to national evidence, benchmarking our practice and developing our own local quality and improvement plans.



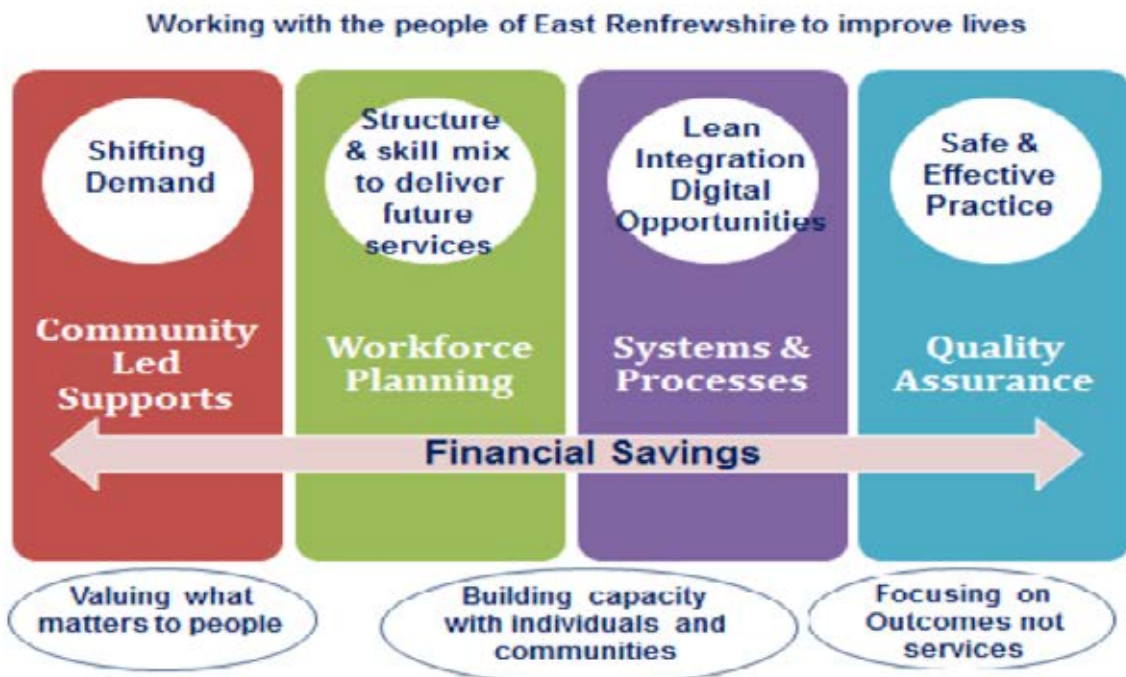
Digital technology will shape how we work in the future. As committed **Digital Champions**, we will improve access to information, signposting and increase opportunities for self management to support residents' health and well being. As our workforce and service users become "digital" so must our IT systems. The end to end redesign of our Care@Home programme is centred around using digital technology to maximise capacity and streamline processes.

We will be ambitious in considering where technology can be used to enable people to feel safe and secure in their own homes. Our **Technology Enabled Care Programme** is a cost effective means of providing the right support at the right time in the right place (Telecare), it empowers people to take more control in the management of their long term condition (Telehealth) and includes (digital) technology that supports health and wellbeing; e.g. accessing trusted online health and care information, using video calling to link with family and friends.



We want to be a modern, proactive and forward thinking organisation focussed on delivering outcomes. We have equipped our staff with **agile technology** and we have created **new office environments** with a variety of different workspaces which encourage collaboration.

Our **Fit for the Future Programme** is undertaking end to end reviews for all services starting in community care; considering if our current structure is fit for the future. It is reviewing roles and responsibilities, seeking digital opportunities, and ensuring we have streamlined and robust processes.



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Appendix 3(b) – Environment Vision

1 Departmental Vision

We will have a prevention based operating model where we commission or deliver services around current and future customer need in conjunction with others internally and externally.

Information will be a real asset in our department and we will have services that are efficient, effective and 'digital by design'.

2 Intended Outcomes

- To have an outcome based operating model which enables prevention and re-ablement
- To have information which is a real asset at all levels – strategic, managerial and operations
- To commission or deliver services which meet customer need within our financial means
- To commission or deliver services which are 'digital by design'

3 Programme Objectives

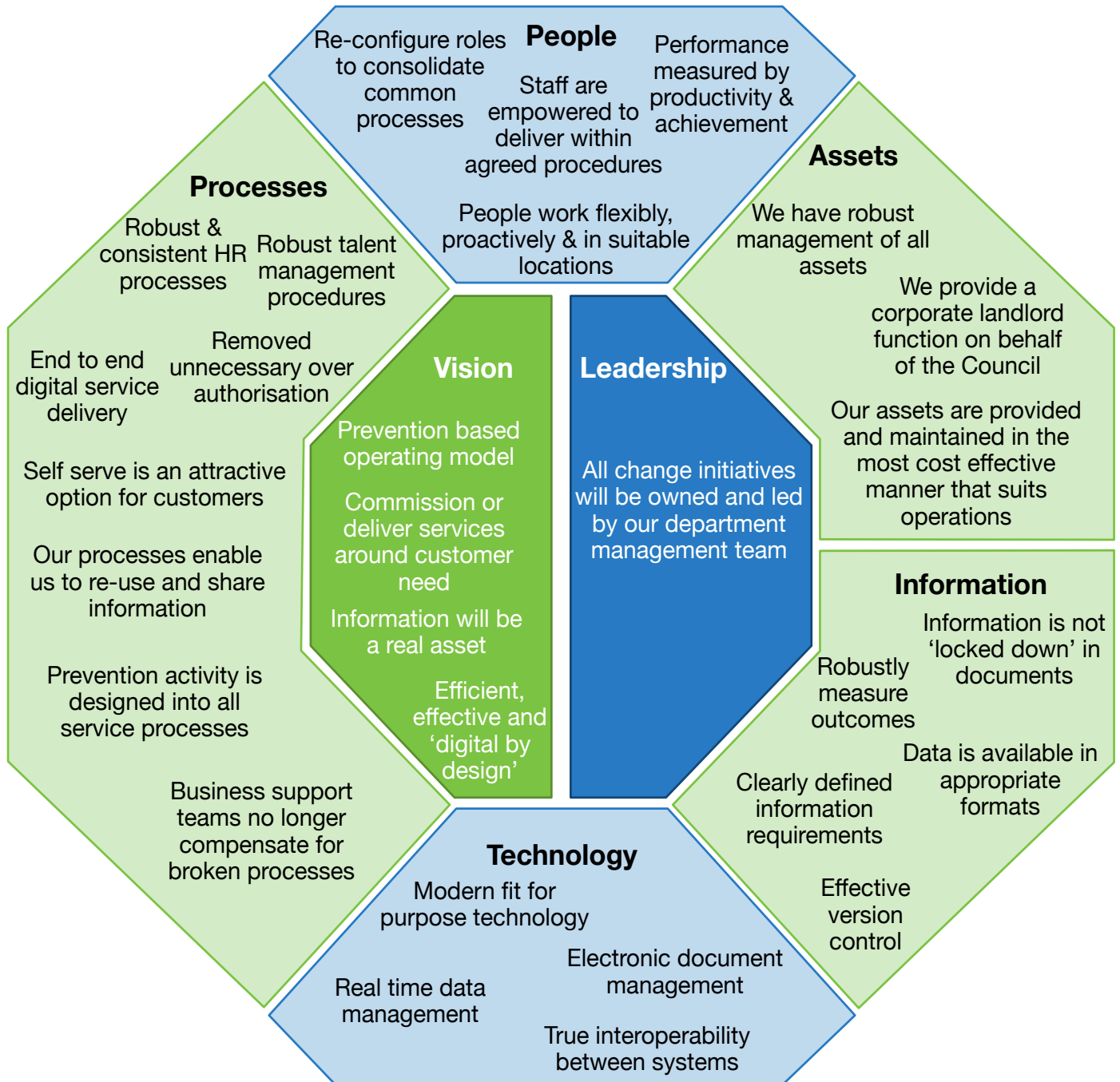
3.1 Implement a new departmental operating model:

- Create new and formalised prevention capability within the department to focus on our most vulnerable citizens (employability, homelessness, trading standards, home safety, digital inclusion etc.)
- Implement agreed business strategies (for example Agile, Customer, Information as an Asset, Accommodation) and embed these through service design
- Create and maintain excellent strategic, managerial and operational information through fit for purpose technologies
- Review our requirement for support services and ensure these meet managerial and operational needs
- Ensure workforce planning is driven by new operating model

3.2 Undertake a strategic service review programme:

- To use information to better predict and assess customers' needs to inform service provision
- To re-model and re-configure our services and workforce where necessary against our agreed service design principles
- To radically overhaul digital access to services for customers and staff
- To introduce technologies to enable agile working for staff to access information regardless of their location on an appropriate device

What THE DEPARTMENT will look like when we HAVE DELIVERED OUR PROGRAMME



4.1 People

Staff operate flexibly to meet customer needs in the most efficient and appropriate manner.

We have robust and consistent HR processes and support.

Staff can operate in whatever location or setting best suits the demands of their role.

Service design and role descriptions clearly specify required working practices. Staff are measured on their productivity and achievement of agreed outcomes.

Our job descriptions are written with clear competencies.

We have empowered staff to deliver within agreed operating procedures.

We have reconfigured our workforce and formalised prevention work as a core part of service design wherever possible.

We have robust talent management procedures and support staff to have a clear development plan within the department.

Our team proactively identify and report issues regardless of whose responsibility it will be to resolve the issue.

Staff have a meaningful performance review process which reflects the nature of their job (manual/field based/office based).

4.2 Technology

We have modern, fit for purpose technology systems in place which enable us to work both vertically within service functions but also where appropriate horizontally across council services and other providers.

We have electronic document management across all services and this integrates with our core business systems. Any electronic documentation associated with a property or individual is directly associated with their record.

We have real time, digital data management. We have true interoperability between systems so we can provide and share the right datasets in an easily understood format within core business systems.

4.3 Information

We have a data management approach that ensures we do not 'lock down' information in documents to allow ease of access, manipulation or use.

We are clear on our strategic, managerial and operational information requirements and have ready access to sound business intelligence to support decision making in all settings.

Tailorable management information reports are available at the touch of a button to managers and staff.

We ensure data is made available to customers, staff and members in a readily understood format, allowing them access to the right information quickly and efficiently.

We can robustly measure the outcomes we contribute to as a department to assess our effectiveness. We have one version of any dataset and do not create or store multiple versions of the same information.

4.4 Leadership and Direction

All Change initiatives will be owned and led by our departmental management team.

4.5 Assets

We provide a corporate landlord function on behalf of the Council that supports the provision of modern, welcoming council workspaces.

Our assets are provided and maintained in the most cost effective manner that suits operations.

4.6 Processes

We have made self serve an attractive option for customers. For more vulnerable customers we have worked closely with other council departments to provide more tailored and personalised access to services appropriate to their needs.

We have end-to-end digital service delivery regardless of how our customers initially access our services.

Our processes enable us to re-use and share information for multiple purposes including supporting our shared customers and targeting prevention work with others.

Management reporting is provided at the press of a button from our core business systems.

Prevention activity is designed into all service processes and operations and seen as an intrinsic part of what we do.

Wherever possible we capture information once and re-use in a range of different processes.

Business support teams now support business analytics and support customer queries which cannot be resolved through self-serve channels.

We have clear understanding and processes to understand the cost and value of creating new datasets and their on-going maintenance.

5 Our Approach

- We will strategically review all services to consider their on-going purpose, scope and quality. This review process will objectively consider all future delivery models.
- We will identify the common capability required across the department and develop this once and then tailor to suit service delivery.
- We will consider both horizontal and vertical relationships within service delivery to ensure we design services around the needs of shared customers.
- We will only process map to a level where we understand enough about our current issues to resolve them. This will be done robustly but at pace and with minimum impact on service teams. We will apply design principles at a macro level to drive transformation and avoid simply tweaking processes. We will maximise use of time and resource and configure our projects to bring together multiple changes to service design 'once and well'.

6 Design Principles to be applied to every service redesign

- Ensure our five capabilities are demonstrably and measurably embedded in service design
- Design services to be sustainable and resilient
- Ensure the service and its users have access to the right information at the right time to drive efficiency and reduce unnecessary customer contact
- Ensure that the service makes best use of agile technologies to maximise service efficiency
- Ensure the right people are undertaking the right tasks in the service appropriate to skills and grading
- Design access to the service with the users' needs in mind
- Be able to demonstrate the quality of a service through effective performance management and reporting
- Maximise the use of technology to digitise all channels and automate delivery to improve the service quality and customer experience
- Promote self-serve where possible if this benefits the customer and the council
- Create service design which is explicit on the separation of specialist vs. transactional process to support workforce planning
- Decommission process and practice which does not provide value to service users
Adopt other subject specific design principles based on the nature and type of service

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Appendix 3(c) – Education Vision

THE FIVE CAPABILITIES IN EDUCATION

The Chief Executive and Corporate Management Team have worked to envisage what the future will look like in East Renfrewshire over the next five years, reflecting our vision of “a modern ambitious council, creating a fairer future with all”. The Modern Ambitious Programme (MAP) will see changes across the Council, in schools and services which we deliver and our residents’ access to, as well as changes in, the way we work. It may not be possible to demonstrate an exact picture of the future over the next five years but it is possible to build our capacity to embrace change and the possibilities and opportunities it will bring, and ready ourselves for the transformation to come.

Set out below is the Education Leadership Team’s vision of how developing the five capabilities will lead to changes in the department, schools, centres and services. It is not a description of the final destination, rather the direction of travel. It is designed as a starter paper which will help staff to participate in the programme, schools and services to develop their own ideas and plans and which can be added to and amended as we all progress.

PREVENTION

The Christie Report sets out the need for local government to take a more preventative approach to service delivery, enabling residents to be more self-sufficient and reducing the need for intensive and costly interventions.

We have devised a new vision statement, Everyone Attaining, Everyone Achieving through Excellent Experiences; realising this will contribute to the prevention agenda, supporting all learners to reach their potential. Designing a curriculum that meets the needs of all our learners, and which is reviewed each year against the performance data we gather, will support a preventative approach. Fully addressing the recommendations in Developing the Young Workforce will enhance the experiences of all our learners throughout the broad general education and the senior phase, and should lead to all our school leavers moving to positive and sustained destinations beyond school.

Our implementation of the Parenting Strategy and the Early Years Strategy are vital in achieving the self-sufficient families and communities which will reduce the need for intervention and prevent many families and their children from living in poverty and despair. The expansion of early learning and childcare to 600 hours per year for all three and four year olds, and the introduction of this provision for some two year olds, will also support working families and other families to find and retain work. Our family friendly nurseries and schools will help all children and young people to secure the best start in life. They will support parents to develop the skills that will help their children learn and reach the developmental milestones, ensuring that they are healthy, attaining and achieving their potential. To reflect Scottish Government aspirations we will also plan for a further expansion to 1140 hours over a school year.

Education has a key role in the implementation of the Children and Young People (Scotland) Act 2014 with our responsibilities as Named Persons for all children and young people 5 – 18 years. We will embed our GIRFEC approaches in the DNA of all staff to ensure that all our children and young people are supported in their health, wellbeing and welfare, they are safe and protected and they have the confidence and skills for learning, life and work.

COMMUNITY ENGAGEMENT

Our budgets will continue to decrease in real terms over the next 4 – 5 years. Consequently, we need to identify assets and build capacity in our communities to support themselves and each other, encouraging them to work with us to improve outcomes. We will build on our work in Auchenback, sharing learning from what we achieve there and in other Council areas.

Our newly formed school improvement partnerships are a good starting point for building capacity in communities to help children and young people attain and achieve. We can work with community, commercial, health and other partners to improve attitudes to wellbeing. We can learn from the work we have started in nurseries through Swedish Lunches and our partnership approach to implementation of Beyond the School Gate offers the opportunity to widen our approach to healthy eating throughout our communities.

We will review our Parental Involvement Strategy and align it with the Parenting Strategy to roll out Family Friendly approaches in all schools and services. We will implement the National Play Strategy, building on the work we have started in Neilston and Dunterlie and we will look for new and innovative ways to develop intergenerational activities.

To ensure that we meet the needs and ambitions of all our learners and reduce inequity and inequality, we will reach out to all community groups, including those in the minority and who are disadvantaged, doing so through established organisations such as ERDA and Diversity ER.

DATA, EVIDENCE AND BENCHMARKING

We have a strength in education in using data, both qualitative and quantitative, to plan for improvement. Now more than ever we need to build on this and develop our systems further to ensure that we gather and use the evidence we have to maximise the benefits to our pupils, staff, parents and residents.

We will continue to develop systems and staff skills that will ensure we know our learners well and that they are making progress through the broad general education, especially in the Early Level. We have a well-established tracking system, used in the main by managers, to ensure that our learners continue to make progress at a rate which meets their needs and stage of development. We will make this available to all class teachers by making it web-based and we will offer opportunities to all staff to build their own skills and confidence in accessing and making best use of the performance data available. In the senior phase, we will continue to work with Insight to ensure that our schools, departments and teachers benchmark with the best performances across the country and we will work with colleagues in national organisations and other local authorities to contribute to the development of the National Improvement Framework.

We will also use information to inform the need to develop the curriculum, make changes to classroom practice and enhance our current approaches to self-evaluation, especially with the publication of the new version of HGIOS. We will move to gather qualitative data through online questionnaires and surveys and use the results of these intelligently to inform review activities and improvement needs.

We already have a great deal of data which we can share and use more effectively. For example, we receive information from health surveys and assessments, which we could analyse and use to promote health and positive attitudes to life.

We also need to make better use of information to improve other aspects of our work, such as staff attendance, and we need to support our managers to make better use of the systems and data available to take necessary and appropriate action to bring about improvement. Many more staff, and especially administration staff, will find their job requires more analysing and organising information than ever before, and we will provide training opportunities to ensure that staff have the skills to do this.

DIGITAL

Like many other organisations, we have an ambition to offer more services which are digital, i.e. services which are enabled by digital technology to the benefit of our pupils, staff, parents and residents. Our pupils and parents are used to accessing services remotely and we must embrace the opportunities that being more digital can offer and we need to catch up.

This is about more than offering communications through websites, social media and texting, although some still need to develop these capabilities. We are already using software packages to allow parents to book parent/teacher interviews online and Parent Pay is facilitating remote payment of school meals and trips, but this can and will be broadened to ensure that parents can also access information with regards to monitoring balances and choices of meals. Only one of our schools can contact all its parents through email, yet many parents will have social media accounts; we need to drive this forward to ensure that all parents and others interested in what we do can access all information in real time. Of course we need to take steps to support all to be digitally included, using the technologies pupils and parents have to access the services, which those who are skilled and confident are already doing.

Digital technology does not come free and we need to prioritise our spend, taking advantage of new cheaper, more easily available technologies and work collaboratively with other councils, through SEEMIS, for example. We could be using apps instead of homework diaries, completing consent forms remotely and without the need for paper, synchronising the choice of meals with pupil attendance, removing the need for staff to take a register, making study support accessible remotely, assisting parents, as well as pupils and staff.

Our classrooms already benefit from digital enablement through the use of interactive whiteboards, Activote and Glow, but more can be done to ensure that our learners have excellent experiences. We are building our capacity to use mobile devices in classrooms across the Council and we need to up the pace with this to ensure that we get back to being at the forefront of digital learning. Wifi will eventually be available in all our classrooms and buildings and, to maximise the benefits of this, we will train our staff and ensure that we have policies in place to protect our systems and their users.

MODERNISING HOW WE WORK

Building our capabilities through modern working methods will help us to be more efficient and meet the financial challenges ahead. Our modern ambitious change programme will address the need to remove out-dated practices and replace them with contemporary methods and resources which will free up staff and customer time. We will remove duplication and manual processes and replace them with automated, digital and paperless alternatives.

Centrally we will move to online applications for places in nurseries, placing requests for schools, requests for transport, EMAs, music instruction, wraparound and we will make catchment area maps available through the Council's website. In schools we will move to annual data checks and school trip forms that are completed remotely and are available on mobile devices.

We will work in modern offices, meeting the needs of staff who could work in an agile manner and who do not require permanent desks, as well as those staff who are office based. We will have less floor space. Our staff will work in a pleasant environment where they can collaborate and work together, as well as having quiet space when they need it. We could synchronise building entry to staff attendance, overtime and payroll, reducing the need for double entry.

How we work together will also change. Our management and leadership practice will be about knowledgeable leaders and managers who really care about the development of their staff and who are prepared to coach and empower them to do their best. We want everyone to feel trusted and to be authentic, not avoiding difficult discussions, but handling them in line with our values. We want all staff to be guided by the values we have jointly developed and this will be far more powerful than any rules we could set. We want to break down old-fashioned hierarchies and be less formal.

This cannot be achieved overnight. We will have to work through every process, some of which go right across the department. Leadership and management changes take time to bed in. We will ensure that all our leaders take part in new leadership programmes to build up the skills they need to lead and support staff in the changes ahead.

OUR AMBITION

Our plans are ambitious and we need to plan these changes carefully, delivering our vision, the SOA and building the five capabilities, staff skills and confidence as we make our aspirations a reality. We have much to be proud of and many exciting projects such as the new Barrhead High School, the Faith Schools' Joint Campus, new family centres in Busby and Barrhead. The renewed focus on reducing inequalities through Everyone Attaining, Everyone Achieving through Excellent Experiences will drive our ambition and our school improvement partnerships will help us to share the thinking, the creativity and innovation and the workload.

There is a responsibility on all of us to be guided by the values we have agreed and to be engaged in the development of our organisation. As a Council we always have had a reputation for excellence, for innovation and having great people. We need to make sure that in five years we have achieved our vision.

Appendix 3(d) – Corporate and Community Services Vision

BRINGING THE FIVE CAPABILITIES TO LIFE IN CORPORATE & COMMUNITY SERVICES

FUTURE DEPARTMENT MODEL

Introduction

As we work towards achieving our vision of “a modern ambitious council, creating a fairer future with all”, our Department will play a key leadership role for the Council. Our work to develop the organisation and to lead and support change will be pivotal to the successful achievement of our vision. We will balance our different roles delivering front line, support and corporate services as well as facilitating the changes that need to take place across the whole organisation to deliver our new Future Council model. We will take the broadest view about what is in the Council’s best interests at all times rather than taking a departmental perspective.

Corporate and Community Services will use the 5 capabilities to develop our Department and ensure that all our services are embarking on an ambitious journey of change so that they remain relevant, responsive and efficient meeting the needs of customers both internal and external. In times of reducing public resources, this journey is more important than ever to ensure the sustainability of these services into the future.

Digital

We have an ambition to offer as many of our services and processes as possible digitally – for both our internal and external customers. We acknowledge that resources are finite and therefore we will prioritise change based on scale and benefits.

Customer First will spearhead improvements to digital services to our customers through our channel shift strategy. We will encourage more customers to access services online and ensure the customer experience is as good as it can be. We will enhance the customer experience and support digital inclusion through greater use of online Live Chat, floor walking and gadget bars in our service centres.

We will improve online service offerings in council tax and benefit services including free school meals and clothing grants. This will extend into other transactions including business support and HR Direct including further digitisation of HR and Payroll processes including contracts and overtime and continue our emphasis on self-service by employees. Electronic file management is an important enabler especially in HR services, to allow greater agility amongst our support staff allowing them to spend more time in host departments.

Our communications will continue to keep abreast of developments in digital and social media. Employees will be digitally engaged and tools will be deployed that enable and support this. Dialogue will be open and free flowing and leaders will be willing to engage in debate with staff about issues that are important to them.

The nature of public communications will continue to evolve with less focus on traditional press office dialogue with the printed press and more engagement with digital and social media online through twitter, facebook and wider. We will promote campaigns to encourage people to get online signposting support if needed. We will grow our ER News Online replacing ER Magazine with real time daily updates. Getting our key messages out there to the public and responding quickly to their comments and feedback will become the trademark of how we work. Our website will continue to act as our shop

window to all routes to online customer service. We will work with departments to continue to develop and improve our web content through our network of active and skilled digital champions.

Where we can benefit from national developments such as mygov.scot and myaccount we will do so. Where we can lift already developed and working approaches from others, we will do so.

Live online webcasting will become the norm for key council meetings, with elected members using digital technology to access most of their business papers. Constituency business would by and large be conducted via the online members' portal for those councillors who are comfortable with technology. Training and development in making the most of technology will be available to members.

Many of our vulnerable elderly benefit from technology enabled support monitored by our Community Safety team, thus enabling them to live independently for longer. We will work with the HSCP to enhance our offering and increase the numbers of those who benefit potentially including the "worried well". New technology developments in this area mean the future possibilities are exciting and ambitious although we acknowledge that such innovative digital technology does not come cheap. We will streamline and simplify the digitised enforcement recording through handheld devices by our community wardens and seek to maximise the use of information collected through their work.

The focus is on designing new digital processes which can improve outcomes for our customers. But digital technology has both a benefit and a cost, and we must take advantage of new, easily available technologies. We will show a preference to "commoditise" the ICT services and management to achieve value for money, drive innovation including data centre services, networks, applications and end user devices. The primary focus will be to consolidate the application portfolio to a smaller, manageable number of applications and where possible, re-platform applications onto a cloud based provision. Enhancing and supporting the digital skills of our workforce will also be a priority as will researching and offering new tools and technologies to support new ways of working and communicating.

Modernisation

Agility will be an important feature of our teams with a view to increasing productivity as resources shrink. This will require an organisation wide solution to good information management and data and records access. We envisage further opportunities for teams such as Customer First, Money Advice, HR and CLD and the success of these will be dependent on new more flexible modern accommodation space available across the authority. This should also include high tech training facilities for our staff to support the growth of their digital capability.

Continuing on our journey to be a paper-lite Department, we will further streamline processes to reduce handoffs and where possible seek electronic sign off and authorisation. There will be better automated workflow where possible. The redesigns of structures and processes will again be prioritised based on the scale and potential benefits to the Council.

There are opportunities in the future about the role of printing across the organisation with less need for services to retain substantial printing capability as in some areas just now. We will also reassess our strategy for access to information and key systems for non pc based staff.

We will modernise the way we handle invoices by introducing a 'production-line' environment where we have good information at each point in the journey of an invoice and accurate reporting to tell us how the Council is doing. We will streamline and digitise processes and improve our use of IT systems to increase efficiency and avoid re-keying and errors. Through joining up with other projects, looking at the whole purchase to pay journey, we will make connections to other systems so that information flows straight through. We will also seek to use electronic means to reduce demand on services; in terms of invoice processing this will mean greater use of purchase cards and moves to e-invoicing.

Data

We already benefit from an organisation wide performance management system that provides a single recognised repository of performance management information. This now needs to be taken to the next level with an enterprise information system which provides the right level of management information to the right people across the organisation feeding in important data from a number of systems. The power and potential of a modern, easily accessible and navigable information system, hosting the key information requirements of the Council leadership Team has yet to be realised. We have an overarching goal of 'single source of the truth' for information on finances and people. Like many other organisations we are grappling with the potential opportunities that sharing our data more openly could create. We will continue to develop our approach to workforce planning with the potential for software to support this activity. We will build data analysis capability to ensure better targeted services by the Council and our partners. We will make better use of our customer data, seeking to join up information, to build customer profiles so that services know and can engage easily with their customers. We will use information to guide and inform our decisions and we will make our data cleaner and more connected so that it works harder for us in future to ultimately make life better for our residents.

<http://intranet.erc.insider/dataunlocked>

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Appendix 3(e) – Chief Executive’s Office Vision

CHIEF EXECUTIVE’S OFFICE

VISION FOR THE FUTURE

DRAFT

PREVENTION

As a support team, we will help the operational teams across the Council invest in prevention activities to ensure that, as a Council, we will focus on preventing poor outcomes for our residents. This means we will be able to advise on innovative funding opportunities, a range of legal and procurement approaches and ensure that our licensing activity takes prevention into account where possible.

COMMUNITY ENGAGEMENT

We will look at innovative ways of engaging with our communities on the prioritisation of budgets through what will be a really challenging financial time for councils. Our budget engagement activity will seek to work with communities and other departments to begin the process of identifying ways in which communities can work in partnership with us to deliver outcomes.

DATA AND EVIDENCE

The Chief Executive’s Office have a key role in providing financial management information to services. This information should be on-line and easily accessible by managers and in a format which allows them to collaborate, interrogate and interpret the information easily. Skills in data analysis tools will be crucial. Many of our people will require to have an excellent knowledge of excel and be able to provide detailed analysis to support business decision making. Indeed for many senior staff in Accountancy, Audit and Procurement data analytics will be a major part of their role in the future.

MODERNISING HOW WE WORK

We will make all our processes as lean and digital as possible. This will bring efficiencies in our own teams with little time spent on rekeying data or moving data from one format to another. We will implement the findings of our formal review of our accountancy systems and processes to make them as efficient and modern as possible. We want to improve user experience of our systems. Systems will be set up so that departments will be “self-serving” using SMART form technology with electronic routing and automated prompts We will move towards flexible financial reporting using multiple hierarchies with a streamlined chart of accounts. Finance processes will be simplified as much as possible but also clearly documented. Key financial performance information such as KPIs will be available in a customised visual format on a real time basis rather than after accounts are complete. Month end close and year end close will be much shorter, as less information has to be manually gathered and analysed.

The legal team has recently embraced agile working and will use productivity tools such as a case management system with workflow and voice recognition technology. These tools will enable the legal team to retrieve information quickly when working at any location and staff can manage workload more effectively and collaborate easier using a system. Have the ability to provide accurately automated information on workload is becoming a priority as we move towards operation different organisational structures e.g. the Culture and Leisure Trust. We will work to implement national approaches to on-line licensing, making it easier for our customers to access our support.

Through devising, implementing and promoting modernised procurement procedures, every individual involved in purchasing and supply will deliver a better outcome for the Council. The corporate procurement team itself will move away from transactional activity to offer a strategic support. The development of the Strategic Procurement Board will ensure that procurement efficiencies are driven across the whole organisation. Effective contract management will be embedded across the Council to ensure best value is delivered continually throughout the contract term.

The purchase to pay processes throughout the Council will be modern, digital and efficient leading to accurate and fast payment of invoices. The development of online catalogues will ensure that the procurement process is fully automated, more controlled for contract spend and will provide valuable supplier spend information for future contracts. All teams will embed in the principles of “information as an asset” to realise the potential of analysing and linking data sets to provide powerful information to improve service delivery and meet customer needs well into the future.

Agile working* is already transforming the way in which we work and other services will be encouraged to work wherever they find most benefit whether at operational premises or in our main office. Our work places will be open plan to encourage collaboration and communication but also well designed allowing for places for quiet work and confidential discussions.

Management styles will also have changed with managers devoting more time to engaging with and motivating their teams. Values will be given prominence in managers’ expectations of staff and vice versa. Staff development and empowerment will be valued.

We will encourage all our staff to gain new skills that will help the Council and their own career development. Skills around project management, change management, understanding of digital opportunities, data analytics, people management and leadership will be highly valued.

DIGITAL

Services to internal customers will be digital i.e. delivered on-line, via the intranet or by social media. Paper will rarely be used. Processes will be digital from beginning to end.

Agile working is about being able to work more flexibly. This would enable you to work in different locations e.g. Barrhead, Spiersbridge, Eastwood or even in other locations. It means you can access systems while on the move or at home. You may still have a permanent desk or you can book office space, use a hot desk or share desks.

Transformation	Vision for the Future		Organisational Development
	Modern Ambitious Programme		
	Enablers	Service Redesign	
	Digital Information	Corporate & Community Services	
	Corporate-wide Systems	HSCP	Values
		Education	Staff Engagement & Skills
		Environment	
	External Challenge		
	<i>Consultancy (e.g. Castlerigg – IT; Gartner- Digital; Solace Ent - CC Review); Secondments (OD); and Leadership+ Programme</i>		

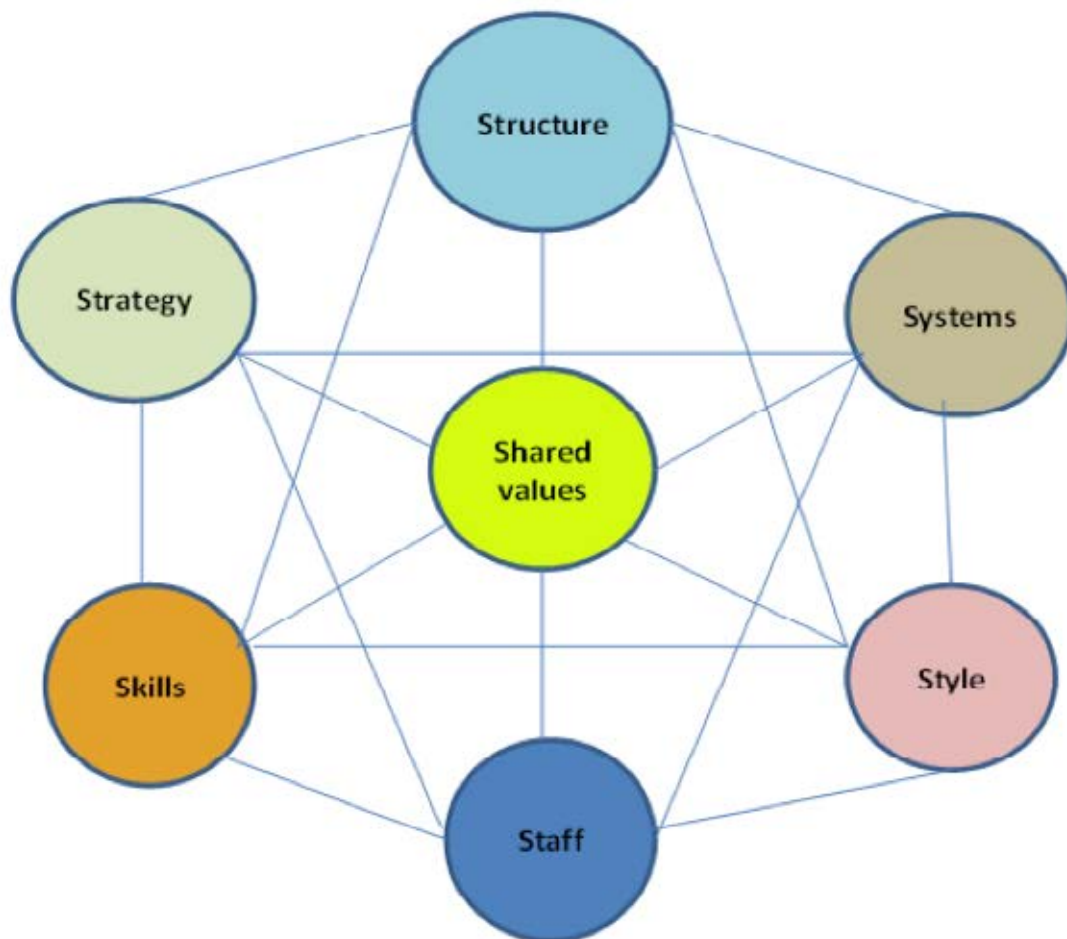
Continuous Improvement	EFQM-Based				External Challenge & Validation
	How Good is Our School?	Care Inspectorate	How Good is Our Culture & Sport?	How Good is the Learning & Development in Our Community?	
					Includes: Education Scotland/HMIE Audit Scotland Customer Service Excellence Investors in People PCIF PSIAS Care Inspectorate Scottish Housing Regulator

Annual Cycle	Annual Services Plans, Outcome Delivery Plan & Self-Evaluation (Risk Model). Six Monthly Performance Reporting Six Monthly Departmental Review Meetings
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Appendix 5 – McKinsey's 7S Framework

McKinsey' 7S Framework is a popular approach used in organisational development. The framework is very helpful in ensuring that all aspects of an organisation are covered in any change or re-design process. The 7 areas can be divided into 'hard' and 'soft' elements. The hard elements are strategy, structure and systems. The soft elements are shared values, skills staff and style. Shared values sit in the middle to emphasize the importance of this element. All elements are interlinked, illustrating their interdependence. If there is a change in one element, then the other elements need to adjust.



The elements cover the following aspects:

Shared values – the norms and standards that govern how the organisation is run.

Strategy – the plan to achieve organisational objectives

Structure – organisational charts, reporting lines

Systems – procedures, rules and processes that are followed to carry out daily organisational tasks

Style – leadership style

Staff – types and numbers of employees, their recruitment and training, how they are rewarded

Skills – skills and competencies of employees, organisational capability that supports strategy and structure.

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FROM STRATEGY TO ACTION

VISION FOR THE FUTURE

YOUR COUNCIL YOUR FUTURE

YOUR COUNCIL YOUR FUTURE
We are here to make people's lives better

We work as one to deliver:

Single Outcome Agreement

PROVISION

What we do

What we don't do

DATA

What we measure

What we don't measure

REGISTRATION

What we register

What we don't register

FIVE CAPABILITIES

Digital

What we do

What we don't do

People

What we do

What we don't do

Performance

What we do

What we don't do

Partnerships

What we do

What we don't do

Information

What we do

What we don't do

CARING

'A modern, ambitious council creating a fairer future with all' is our single vision and a commitment of our intent to staff, partners and local residents.

We have five outcomes that form our Single Outcome Agreement, our public-facing strategy, and clearly state how we will improve local lives and what local people can expect from us. Achieving excellence in five areas – our five capabilities, provides the foundations and guiding principles to drive change, shaping all our future planning.

TRUSTWORTHY

OD STRATEGY: STRATEGY FOR THE FUTURE

Viable, empowering leadership providing a strong strategic narrative about the organisation, where it's come from and where it's going.

Effective, engaging managers who focus their people and give them scope, treat their people as individuals and coach and stretch them.

There is organisational integrity – the values on the wall are reflected in day to day behaviours. There is no 'say-do' gap.

There is employee voice through reinforcing and challenging views, between functions and externally and employee opinion seen as central to the solution and are vital to change.

Our organisational development (OD) strategy for the future sets out how we will deliver on staff, style, skills and shared values - to make sure we have the right people with the right skills and the right culture to support our ambition and deliver change as quickly as possible.

EFFICIENT

MAP FOR THE FUTURE

Modern Ambitious Programme

OUR DIGITAL OUTCOMES

- All services are digital by design and use **data, analytics**
- Citizens choose and trust to use digital
- Our ICT is secure, cost effective and best value
- Internal transactions are digital
- We have a digitally capable workforce with a **modern working environment**

BENEFITS INCLUDE

- Savings
- Redesigned processes
- Improved customer outcomes
- Less paper
- Better job satisfaction

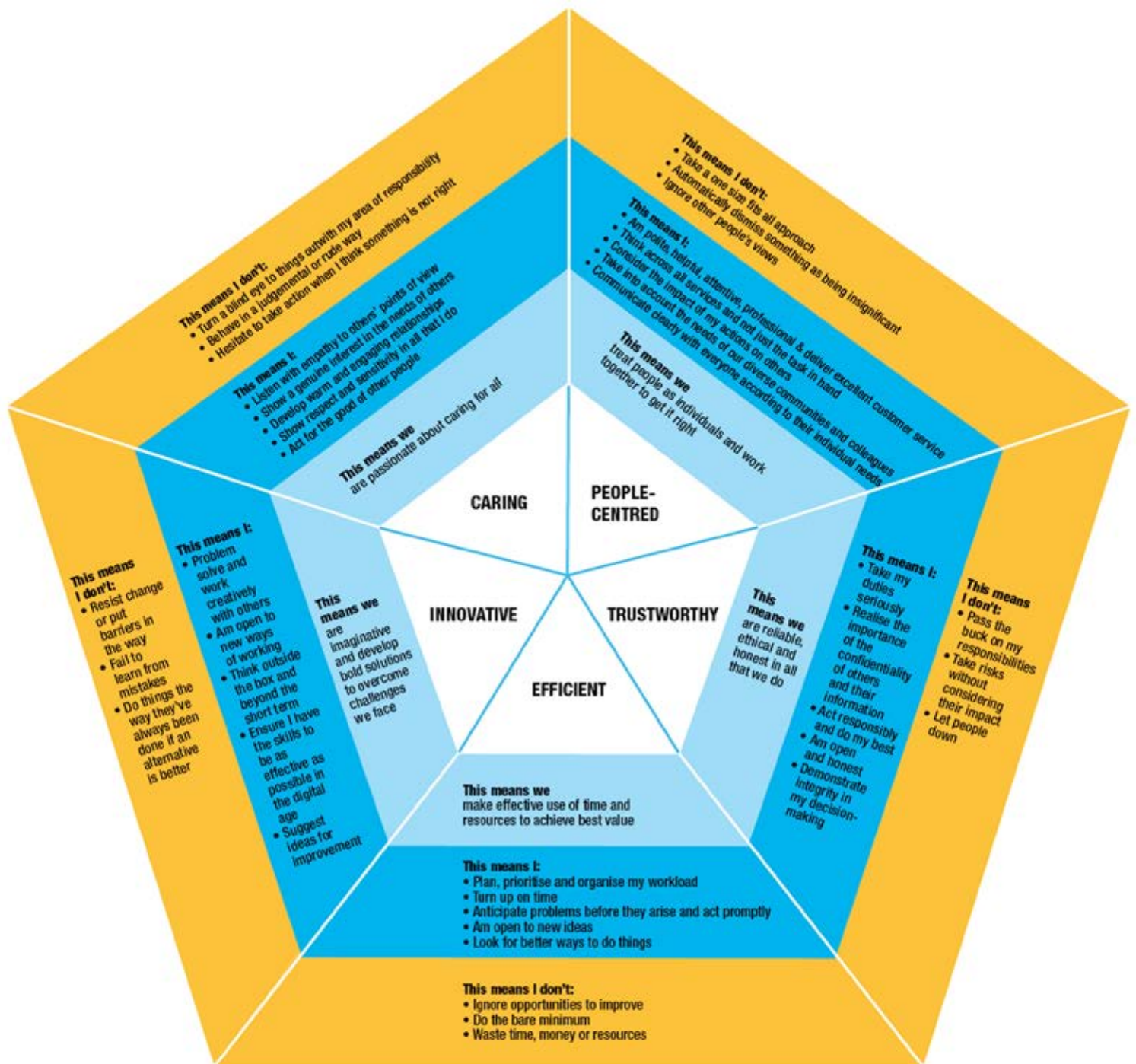
PEOPLE-CENTRED

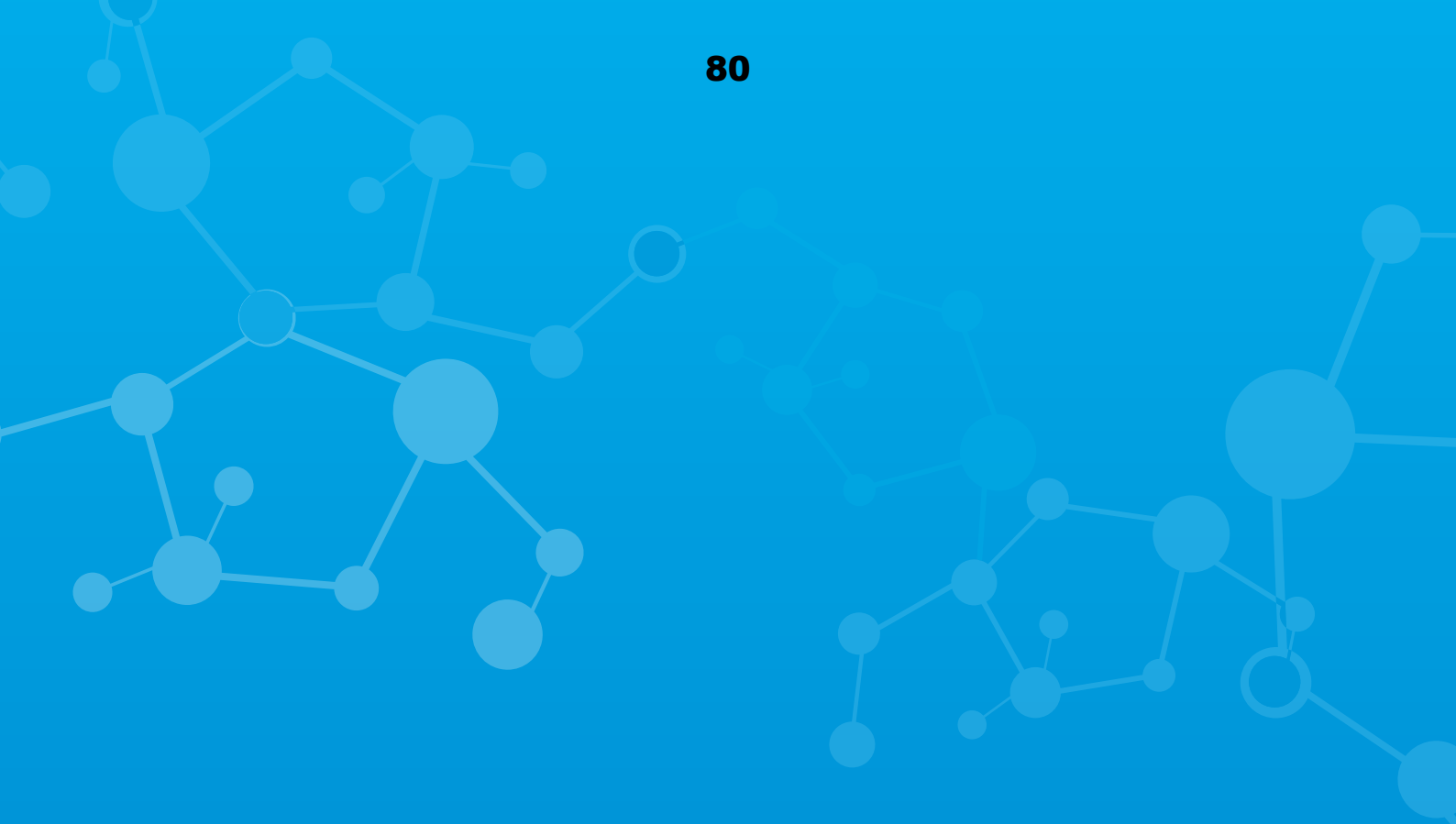
Our MAP (Modern Ambitious Programme) for the Future sets out how we will transform the way services are delivered.

This will be achieved through innovation and by redesigning our systems and structures, to deliver the outcomes we have promised at an increased pace and within reducing budgets.

The programme includes council-wide transformation and change projects led by departments and services, informed by our five capabilities.

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A modern, ambitious council
creating a fairer future with all