

EAST RENFREWSHIRE COUNCIL

CABINET

4 June 2015

Report by Deputy Chief Executive

A PROGRAMME FOR OUR FUTURE COUNCIL

PURPOSE OF REPORT

1. To bring forward plans for a new programme of change for East Renfrewshire Council, building on the work of the Public Service Excellence Programme (PSE) and linking with a wider programme of organisational development to ensure we remain a high performing council that can confidently deliver on its key outcomes for residents in a challenging financial climate.

RECOMMENDATIONS

2. It is recommended that Cabinet agree to:
- a) recognise the contribution of the PSE programme, and all the various teams involved, towards driving change and efficiency since its introduction in 2009, culminating in cashable savings of at least £4.8 million to date and note that the PSE programme is now closed;
 - b) note the progress to develop an organisational development strategy, focused on developing the Council's 5 capabilities – prevention; digital; modernising; community engagement; and data, evidence and benchmarking;
 - c) support working towards a new Vision for East Renfrewshire Council - "A modern ambitious council, creating a fairer future with all";
 - d) note the dialogue with staff to create a set of shared values to underpin behaviours expected and the work to develop these into a comprehensive leadership and staff development programme; and
 - e) launch a new change programme, for the next 3-5 years, to create the modern ambitious council that we want to be in the future and contribute necessary budget savings.

BACKGROUND

Public Service Excellence (PSE) Programme

3. The Council has a track record of successfully delivering strategic change including the PSE Programme which was set up in 2009 to drive change in specific areas across the Council. This programme successfully modernised and extended our approach to improving customer experience with more services being redesigned and contact channeled through Customer First as well as increasing digital services and online ability to pay, book and apply through our website; in addition new ways of agile working were introduced and processes simplified and standardised.

4. At the end of the 2014/15 financial year the PSE programme had completed 158 projects and achieved cumulative financial savings of £4.8million with further savings committed for financial year 2015/16 through projects already ongoing. An initial summary of the key achievements of the PSE programme as at is attached as Annex 1 for reference. This was prepared in 2014 and will now be updated to reflect 2014/15 projects. A fuller update will be provided in the Annual Efficiency Statement in August.

5. Key achievements to 2014 include:

- over 362 CHCP staff working in an agile way out in the community with laptops and smartphones, seeing more clients and reducing mileage and office space required
- clients regaining independence through Care at Home (£280,000 saved to date)
- launch of new Council website, fully accessible to mobile devices, and only Council in Scotland (top 4 in UK) to pass all 6 Socitim usability measures for the website and only council to score 100/100 in Google's speed & user experience test
- 18% increase in online contact with the Council
- 31 new services available one-stop through Customer First and customers served at first point of contact up by 165,747 per annum
- first in Scotland to offer cashless catering in all schools and 70-80% uptake of Pay4Schools for online payment of school trips etc – reducing manual processing and cash handling
- first Scottish Council to launch a Facebook page
- new integrated teams for HR, Finance, Customer First and Business Support
- reduction in the office estate (including sale of Rhuallan House and lease of Barrhead Registration Office) and backlog maintenance down (by £19 per sqm/GIA)
- recruitment timescales down by 43 days through streamlined processes
- launch of the intranet and internal online services through My Insider – flexi; annual leave; PRDs; training requests; expenses - leading to reduced paper, quicker processing and better management information
- design and introduction of bespoke Project Management SQA accredited course for staff, which builds capacity in change and delivers projects through a mentored scheme.

6. This significant challenge of undertaking service redesign and leading change projects at the same time as maintaining high quality service delivery and stable satisfaction rates should not be underestimated, particularly against a real terms budget reduction of 13% across the lifetime of the programme and with a reduction of 9 Chief Officers and 295.8FTE. It is testimony to the commitment and ambition of the teams and their managers who have worked incredibly hard to deliver a successful programme.

Five Capabilities

7. In May 2013, the Chief Executive brought a report to Council outlining a programme of organisational development to support the delivery of the Single Outcome Agreement (SOA) and to prepare for future financial challenges, by further developing our work on prevention; community engagement; data, evidence and benchmarking; modernising how we work; and use of digital technology. These were described as the five key capabilities that we needed to excel at as a Council if we were to continue our success going forward and meet our aspirations. It was agreed that they would become the focus of the Council's improvement work for the next 4 years and that a plan would be developed to ensure that these capabilities were embedded throughout the organisation and staff supported to deliver on them - this became the focus of the Council's organisational development work.

Organisational Development, Vision and Values

8. Organisational Development or OD is about helping an organisation to achieve its vision for the future and involving and engaging employees in that process. It was acknowledged that this type of development was essential to negotiate and facilitate the journey that the Council needed to take in order to meet future challenges in terms of:

- having to find significant year on year savings, whilst continuing to deliver services that meet the growing and more complex needs of local people.
- meeting the needs of our growing local population and changing local demographics.
- responding effectively to a considerable amount of policy and legislative change such as the move towards an integrated Health and Social Care Partnership, the national reorganisation of criminal justice services, welfare reform and increased nursery provision for 2 and 3 year olds.
- striving to keep up with the ever-changing world around us, highlighting new opportunities to use partnership and technology to innovate and modernise how we work.
- delivering through partnerships such as the City Deal and our ambitious local plan that delivers major regeneration, new homes, investment sites, visitor attractions and improved connectivity.
- formation of new organisations which will be part of the wider East Renfrewshire 'family' in the form of the East Renfrewshire Culture and Leisure Trust and the new Health and Social Care Partnership.

9. The OD Strategy 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. The OD work plan details specific projects and areas of work that must be completed within a 5-year timeframe in order for the organisation to be fit for the future. It's implementation will be led by the Corporate Management Team.

10. The work plan has been developed in collaboration with the council's Leadership Group of senior managers, bringing together the views and experience of senior managers from across the council around shared vision and values, management and organisational style, staff and skills. These have been built round the 5 capabilities and will strengthen the ability of the Council to deliver on its 5 outcomes.

11. The vision of ***'A modern, ambitious Council, creating a fairer future with all'*** reflects our priorities around the 5 capabilities and the 5 outcomes for our residents agreed by members. We have high aspirations and expectations of our staff and our partners, as we continually strive to be better at what we do. This drive comes from the Council's clear desire to create a more equal and fairer society for our communities, hand in hand with our partners and the people who live there. (see Annex 2).

12. Following engagement with staff across the Council, the organisational values have been defined as caring; trustworthy; innovative; efficient and person-centred.

13. We have 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 vision and values. A set of key leadership competencies has been developed to shape an ongoing development plan for our workforce. This competency set will also provide a framework for personal development, succession planning, recruitment and selection, and performance management. In addition, there will be a renewed focus on employee engagement and communications to enable staff, 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.

A NEW PROGRAMME OF CHANGE FOR EAST RENFREWSHIRE COUNCIL

Closure of Public Service Excellence (PSE)

14. In October 2014, the Corporate Management Team (CMT) met to consider external assessments of the Council's readiness for change and a proposed future mandate for change, built on comprehensive work with the Council's leadership team.

15. It was concluded that East Renfrewshire had a "good track record in delivering change and improving working practice". It was acknowledged that numerous projects had been delivered by the PSE programme since 2009 and that there were a significant number of projects continuing to run. It was however noted that the "pace, nature and complexity of the next wave of transformation was clearly different in its scope and intensity"; in short the Council needed to achieve a much more significant savings target for future years whilst seeking to continue to provide quality services and deliver on SOA commitments.

16. It was therefore agreed that the Council needed a refreshed approach to change, with a clear direction of travel, sound governance and fundamental service redesign at its heart. This meant drawing a line under the current PSE programme with a recommendation to close this programme and migrate critical ongoing projects to a new programme based on future priorities and capacity to deliver change. It was also recognised that the OD work would be a key element of delivering the 'people' element of this change.

A Programme for Our Future Council

17. It is proposed that the Council launches a new programme of change for the next 3-5 years. The CMT has been working over the last 6 months to develop this programme which will create the future Council that we want to be.

18. This programme will be driven towards a picture of what the Council will look like in future years. It builds on the 5 capabilities and enables future savings contributions. It is an emerging picture which will develop over time. 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 key concepts of this can be described as follows:

We are innovators in service delivery; at the forefront of digital using technology in everything we do. Our services and customer payments have all been redesigned from a customer perspective and are all available digitally (24/7; 365 days a year). They are used as first choice because we have made it easy and supported people to build their skills; no one will be limited by background or circumstance. Our systems are modern and joined up and we will have access to meaningful data that helps us learn and improve and really understand our customers. Internally we have modernised the way we work, taking out unnecessary approvals, duplication and manual processes; instead they are automated, digital and paperless where possible, avoiding rekeying of data. Our employees are guided by the values we jointly set and we have broken down old fashioned hierarchies and become less formal and more empowered. Our offices have less floor space with a pleasant environment where staff can collaborate and work together as well as having quiet space when needed. More of our money is spent on preventing our most vulnerable residents falling into a cycle of poor health, poverty and despair. In return we ask that local people do what they can for themselves, their families and their communities. We have worked together to empower the community and build resilience and capacity. Local people have the ability and control to choose services that are personalised to their individual need. We are modern and ambitious in our

vision; making our budgets go further; and responding to increasing local demands creating a fairer future with all.

19. It is impossible to describe what life will be like for staff in the future in a few words. We will be building on the above concepts by developing “animations” (a form of powerpoint presentations) to help explain, visually, the changes the Council will be undergoing.

20. We will also be developing this work at departmental and service level and with the Health & Social Care Partnership (HSCP), to help everyone understand what this vision means for them and for their service users. This will then be implemented through a programme of service redesigns based on the 5 capabilities.

21. In launching a new change programme, we will focus on the key things that will make the difference to modernising and digitising Council services. Each Department of the Council and the HSCP will have its own change programme reflecting their priorities for modernisation and redesign, underpinned by a cross-cutting programme of enabling workstreams. Many of these priorities will also be determined by savings commitments already made.

22. Work is currently ongoing across departments and the HSCP to define the content of the new change programme. With its predecessor, PSE, now closed it has been necessary to reassess all ongoing projects in terms of critical resources, timescales and benefits expected. It is envisaged that some work already ongoing will be migrated across to the new programme, alongside the final stages of the transfer of services to a Culture and Leisure Trust.

23. As regards the rest of the programme, it is envisaged that there will be two categories of work made up from associated projects. They are:

- departmental change programmes, some of which may cover cross-cutting themes such as Digital and Agile Working; and
- cross-cutting programmes of enabling work that will be managed organisation wide and may affect all or multiple Directorates.

26. The aim is to empower staff to redesign services locally, guided by the 5 capabilities and moving towards the emerging picture of what our future Council will look like. CMT will provide the leadership and governance of the change process to ensure the necessary benefits emerge from the programmes. Further detail on the new programme will be available in the Annual Efficiency Statement in August.

FINANCIAL IMPLICATIONS

27. It is proposed to fund the change programme through existing funding sources such as Spend to Save; the Modernisation Fund and through the Capital Programme (e.g. investment in ICT). The programme will have the delivery of savings; efficiencies and benefits at its heart and will be a key enabler in the delivery of challenging future budget targets.

28. With a programme as ambitious as this, there will be occasions when there will be limits on what the Council can deliver through its own internal resources. External expertise may also be required to support some of the change process where this will help create the future Council and fast-track innovation. These enabling resources will be used for that purpose.

29. A fully developed resource plan and risk register will be prepared to ensure all risks are fully understood with a programme of this breadth and scale and that resources are in place for taking forward the projects assigned to each financial year.

CONCLUSION

30. The context in which we operate is becoming ever more complex with more and more demanding budget pressures; demographic demands; policy and legislative changes; changing service delivery models; increased partnership working and increasing expectations of technological improvements.

31. In launching a new programme for the future Council, the challenge will be to balance our huge ambitions and the drive to achieve this exciting picture of the future with the practical realities of available resources. This will mean tough decisions, sound governance and rigorous prioritisation.

32. To achieve this we will need investment in: skilled, experienced resource; underpinning technology; research and development; staff skills; leadership; modern workspaces; communication - these will be funded in various ways, seeking to be creative with resources and utilising funds such as Spend to Save, the Modernisation Fund and the Capital Programme. We will need to value the disciplines of project and programme management and use these to provide strong governance and leadership. All of this will be grounded in the wider approach to organisational development, including a new vision, values and leadership competencies gearing us to operate as "a modern, ambitious council, creating a fairer future with all".

RECOMMENDATIONS

33. It is recommended that Cabinet agree to:

- a) recognise the contribution of the PSE programme, and all the various teams involved, towards driving change and efficiency since its introduction in 2009, culminating in cashable savings of at least £4.8 million to date and note that the PSE programme is now closed;
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- e) launch a new change programme, for the next 3-5 years, to create the modern ambitious council that we want to be in the future and contribute necessary budget savings.

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BACKGROUND PAPERS

- Annual Efficiency Statement 2013/14 and Update on PSE, Cabinet 21 August 2014
- Organisational Development Plan, Council 15 May 2013

KEYWORDS

This report gives an update on the Council's approach to organisational development including a new vision for the Council and proposes the launch of a new programme of change and efficiency, building on Public Service Excellence (PSE). Keywords are: efficiency, change, improvement, organisational development; vision; values; savings; future council; digital; Public Service Excellence (PSE); performance.

PSE Programme | 2009-2014

Why?

Improved outcomes

Clearer customer focus

Increased efficiency

Headlines

Satisfaction with ERC services stable at 76%

A real team approach to projects

13% reduction in real terms revenue budget

Workforce down 295.8 FTE

Chief Officers down 9 (from 27 to 18)

Cash saving £4,103,000



Customer view

Panel indicator	09/10	10/11	11/12	12/13	13/14
Customer focused	83%	76%	79%	75%	78%
Efficient	79%	73%	75%	70%	77%
Modern organisation	69%	66%	75%	72%	72%
Works to reduce bureaucracy	48%	44%	50%	38%	45%
Keeps costs down	55%	55%	57%	52%	61%

Delivery Against our PSE Principles:

1) One Council

- New service support model
 - HR
 - Finance
 - Customer First
 - Business Support
 - Facility Support

Integrated, digitised systems
 - My Insider – online expenses; information; PRD; training
 - Online flexi & annual leave
 - Less paper; quicker process

2) Clearer Strategic Intent

- Golden thread through SOA, ODP & onwards
- Performance reporting
- Outcomes focused
- Streamlined
- Generated electronically

3) Customer First as main point to handle enquiries

- Customers dealt with at first point of contact up 165,747 per annum
- New services into Customer First 31
- Multiple transactions in one
- Integrated Registration & Customer First
- Multi-skilling of staff
- Housing repairs call answer rate up 25%



Services online

- Socitim 4* rating
- New Council website
- 522,000 unique web visitors a year
- Fully accessible to mobile devices – one of only 3 in Scotland
- Huge increase in online pay/book/report/apply services
- Annual Online payments up
- First in Scotland to offer cashless catering in all schools
- Pay 4 Schools 70-80% uptake
- Online planning applications 40-50% uptake
- 1st Scottish council to launch Facebook. Growth of 54% followers in 2013-2014.
- Twitter – highest conversation rating & 2nd for % population
- 1000 service agreements in place for CHCP self-directed support



Shift in contact through customer first



4) Asset management

- Office estate down
- Rhuallan House being sold
- Barrhead Registration Building leased
- Backlog maintenance down by £19 per sqm/GIA
- 362 CHCP staff agile so planned use of buildings down from 18 to 4 & desk: staff ratio improved in preparation for new health centre
- £100K cost avoidance from online P&TS stock condition survey
- New housing asset management system installed
- Open plan office environment - floor 1 HQ

5) Support activities streamlined

- 3 x integrated Business Support teams in 3 departments
- IT systems rationalised & linked (e.g. Seemis/eFins & Civica/Icon)
- Over £200K saved from web printing & print review
- Intranet launched
- E-learning live
- 40% reduction in number of employees on casual contracts
- Employee start date to contract issue reduced from 20 days to 7 days
- Recruitment end-to-end times down by 43 days
- VIEW capability for mobile working
- EDRMS in for CTx/Bens
- Schools using e-procurement

PSE - supporting service change



Organisation Development

Embedding the 5 capabilities - Prevention; Digital; Community engagement; Data; Modernisation

FIVE Capabilities



SQA project management accreditation – 17 candidates
 Basic project management course – 43 staff

New training includes agile teams; successful change; project management

What's next? – A new agenda for change

- Continuing financial challenges
- Even better customer experience
- Delivering through digital services
- Improving assets & agile working
- Further collaboration
- Processes simplified and standardised
- Service re-design



YOUR COUNCIL YOUR FUTURE



We are here to make peoples lives better



We work as one to deliver:

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 grown.

Safer, 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.

Single outcome agreement



We are all guided by a single vision to be "A modern, ambitious council creating a fairer future with all"



To be the best we are developing excellence across 5 areas

FIVE Capabilities



Prevention

We will ... choose to prevent problems from occurring in our communities, rather than trying to fix what has already gone wrong.

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



Digital

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.

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.



Community Engagement

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.

We will ... listen, understand and respect, empowering our communities to do more for themselves.



Data

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.

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.



Modernisation

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.

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.