

EAST RENFREWSHIRE COUNCILCABINET16 June 2016Report by Deputy Chief ExecutiveMODERN, AMBITIOUS PROGRAMME (MAP) – UPDATE & PROGRESS**PURPOSE OF REPORT**

1. To give an update on the development of the Modern, Ambitious Programme (MAP) and highlight key priorities for the next period.

RECOMMENDATIONS

2. It is recommended that the Cabinet:
- (a) consider the progress being made to develop the 'Modern Ambitious Programme (MAP)', delivering efficiencies for 2016/17 and beyond; and
 - (b) note that a further update on MAP will be provided in August 2016 as part of the Annual Efficiency Statement.

BACKGROUND

3. In June 2015 Cabinet approved plans for a new council-wide programme, building on the work of the successful Public Service Excellence (PSE) programme and wider organisational development. Linking to our vision of "*A modern, ambitious council, creating a fairer future with all*", the new programme was titled the Modern, Ambitious Programme, MAP.

4. It was agreed that MAP would work towards creating and implementing the modern, digitally enabled organisation that we want to be, based on an evolving picture of what our future council might look like. It was envisaged that the programme would last 3-5 years and would build on the 5 capabilities, particularly focusing on the areas of digital, data and modernising the way we work, whilst enabling future savings contributions. Further detail was given on this future council model and the key components of the programme in the Annual Efficiency Statement in August 2015.

5. MAP comprises of departmental programmes of change and cross-cutting programmes of enabling work that would be managed council-wide, affecting all or many departments. In addition to MAP the Council has a range of 'step change' programmes such as City Deal, Early Years and the Capital Programme, which are reported on separately.

MODERN, AMBITIOUS PROGRAMME (MAP) - PROGRESS

6. Much of MAP is about redesigning services end to end from a customer perspective; putting in place technologies to make those journeys more streamlined and efficient; and ensuring that employees and customers have the skills, motivation and trust required to use them.

7. Each department and the HSCP has its own programme reflecting its priorities for modernisation and redesign. This is underpinned by cross-cutting, enabling projects, mainly around ICT. There is regular governance by the Corporate Management Team.

8. In December 2015, the CMT approved a high level digital strategy to help us achieve 5 digital outcomes, which align closely to the national digital strategy for local Government:

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

9. Key benefits of the MAP programme include financial savings, redesigned processes, improved customer outcomes, less paper and better job satisfaction for our employees.

10. Elected members had the opportunity of further discussion on the MAP programme and particularly how this is being delivered in each department at a session on 20 April 2016. The slides from this session are attached as Annex 1 as an overview of the programme to date.

11. To give a flavor of the wide range of types of work underway across the Council and HSCP, some examples have been drawn out below – these show the diverse range of project areas from customer, frontline projects to new ways of working for our support services. We will build on these examples over time to ensure that there is good coverage of the significant scale of change that is going on and the considerable pace at which we are embedding the 5 capabilities into everything we do.

Customer Experience & 'Channel Shift'

12. Corporate and Community Services has recently been piloting Live Chat on our Council website – one of the first councils in Scotland to do this. This is where customers can type questions and 'chat' via the web to one of our Customer Service Officers (CSO) – this can help them to complete an online transaction where they might previously have given up if they hit a problem and phoned or visited our offices instead. Online contact is still the cheapest form of contact and it helps us to free up resources to spend phone or face to face time on the more complex cases or to better support vulnerable customers and those who are not comfortable using digital technology. This is called 'channel shift', whereby we aim to maximise the uptake of online services, followed by phone then, as a last resort, face to face visits to our offices which comes at the highest cost to provide. In 2016, all high volume services are now available online and over 20% of our customers use them.

13. Live Chat has proved very popular with customers and our CSOs are able to handle a number of 'chats' at one time. In addition, there is a further equality benefit in that hearing impaired customers are now able to access our services in a more appropriate way, where telephone contact was difficult for them and might have meant a face to face visit to get their business done.

14. The next stage is to develop our service centres so that CSOs have access to a range of digital devices to show customers how to carry out their business online using a device similar to one they might already have access to at home (e.g. a mobile phone or tablet or laptop). This service will be supported by a programme of enabling ICT works, which includes public wi-fi being introduced in council buildings and schools and further development of easy to use, intuitive online forms so everything possible can be done online – both internally and externally.

Digital Experience – Parents

15. The Education Department is undertaking a comprehensive review of administrative and clerical processes in schools aiming to introduce more streamlined and modern ways of working, reducing paper and making better use of digital opportunities and joined-up use of information. There will be a move to online applications for places in nurseries, school admissions, placing requests for schools, requests for school and privileged transport, etc. Schools will, where possible, align annual data checks with consent / permission to reduce bureaucracy. Online solutions will be developed in these areas.

16. These improvements align with the results of our extensive parental consultation earlier this year. Parents want more consistency in communication methods with less paper and immediate communication e.g. text messages reserved for urgent situations (e.g. emergency school closure or pupil non-arrival). The introduction of GroupCall allows more targeted communication based on parental preferences. It is allowing us to grow email and app communication and reduce paper – thereby reducing costs. GroupCall has been piloted in four establishments and its full roll out is imminent.

17. There is onward potential for a whole new way of working which might include a vision for developments such as 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.

18. Software packages are already being used to allow parents to book parent/teacher interviews online and the implementation of the new *Parent Pay* system, which is now being tested in four of our schools, will enhance the online system for remote payment of school meals and trips, including provision of the much sought-after online balances, which has been an area parents have wanted since we were the first Scottish council to launch cashless catering in 2009. Parent consultation told us that, among other things, they wanted something easy to use; available for mobile phones; where they could use credit/debit cards; to pay for multiple items in one go, e.g. school meals, trips, uniforms; where they would be alerted when they needed to top-up their child's school meals card; and where they could deal with payments for children across different schools and sectors in a single transaction. Parent Pay will be rolled out to other schools after the summer holidays.

19. Despite this drive to digital, care is being taken to support all to be digitally included, and the Education and Environment Departments have taken joint lead in a project to look at wider digital participation throughout East Renfrewshire. This will be an important area as we seek to capitalise on the opportunities of digital, whilst ensuring that those less confident or able are not left behind.

New Ways of Working – Housing Services

20. The Environment Department has working hard to develop an agile working offering for its staff in order to derive improved productivity for what is a very field-based workforce. The Housing Service identified response repairs and asset management as priority areas for change.

21. The Housing service perform Housing stock surveys to obtain statistics on condition and threats, such as asbestos and Legionella. Previously this was a very paper-based task that involved onsite completion of paperwork and a return back to the office to type the findings into online systems. A new Asset Management System was introduced which provided staff and contractors with the capability to access and update this information digitally whilst out on site – this digital process has proved three times quicker for completion of this type of work.

22. The response repairs process also lacked automation and involved trade operatives travelling to and from the Barrhead office and their stores in Thornliebank, with manual handling of repair paperwork that needed to be processed by business support staff.

23. The quality of the repairs service has improved through the introduction of mobile working, better use of existing computer systems, a new appointment system and improved post inspections. As a result upheld complaints account for less than 1% of the 12,000 repairs completed in the year. In addition, there has been a significant improvement in the time taken to complete response repairs and our performance is likely to be amongst the best in Scotland for 2015/16.

24. Further phases of agile working are now being rolled out in the wider Environment Department and 2015/16 alone has seen significant benefit to the Building Standards service, partly attributable to this new way of working, with an improvement from 94.6% to 98% of applications being dealt with in 20 working days, despite a 6% increase in demand.

Care at Home

25. In recent years, as part of a large scale 5 year programme, we have transformed the way we deliver care at home services to many of our most vulnerable residents. Our new model of home care service has helped hundreds of residents to regain their independence following hospital discharge. We are helping residents cope with short term physical problems so that they can stay in their own homes and recover in familiar surroundings while at the same time freeing up our residential and NHS partner services for those who need it most.

26. The programme has transformed the way our carers work too. Home Carers have been issued with smartphones that give them better access to information; will allow more accurate monitoring of care provision including consistency of care; and will facilitate more accurate billing. Phase one of this Care at Home programme has resulted in savings of £440,000 and a further £370,000 is expected to be generated as a result of phase two.

27. The HSCP is ambitious in considering where technology can be used to enable people to feel safe and secure in their own homes and support them in managing their health and wellbeing – this is key part of our prevention agenda. This will prevent unnecessary hospital admissions and reduce the reliance on long term services. There is a challenging technology enabled care programme which will bring significant investment into East Renfrewshire over the next 3 years.

28. Digital technology will shape and modernise how we work in the future. The end to end redesign of the Care at Home programme is centred around using digital technology to maximise capacity and create lean systems and processes. Community alarms have been in homes for many years now, but so much more is now available. HSCP are working on a demonstration room so that residents and their carers can see all the different types of technology that can be used to make people feel safe. We are also exploring opportunities offered by the Digital Health Institute, world leaders in digital technology.

29. We are currently testing an innovative Care at Home digital portal which will allow approved family members to log in and check the status of a relative's care – Has the carer been? How long were they there? Was it the regular carer? etc. This will provide real peace of mind to family members that may not live locally or may be juggling a range of other commitments. We hope to launch this portal early next year.

COMMUNICATION & SUPPORTING OUR PEOPLE

30. The slides from the recent (20 April) elected members session on MAP are attached as Annex 1 for reference. They demonstrate a significant degree of work and large volume of projects already delivered and underway across the Council and HSCP. In addition, it is clear that there is huge ambition for the future. To maximise success and best support our employees with the change, it is critical that they understand all elements of our vision and their role in helping us deliver our ambitions for our future council.

31. A communications campaign commenced in April which saw all employees receiving a special edition of *Insider* magazine dedicated to all aspects of our vision for the future. This was supported by a poster campaign and included the overall vision, links to Single Outcome Agreement, the 5 capabilities, MAP and organisational development and explained. It also introduced each of the departments' change programmes and gave tangible examples.

32. An intranet portal has been developed where employees can share case studies and experiences and where we can update on programme progress. A short animation has also been produced to cover all aspects of the vision and the 'big picture' of MAP. This is available on the intranet and our website www.eastrenfrewshire.gov.uk/visionanimation.

33. This communication and engagement approach will develop over time in further phases as the programme progresses and there are more successes and real life experiences to share. Further examples will be included in the Annual Efficiency Statement which will be brought to Cabinet in August.

34. In addition, we will continue to develop our tiered approach to training and leadership development for employees to support them with the changes ahead.

FINANCE AND EFFICIENCY

35. The programme has at its heart the delivery of savings and efficiencies which will help deliver on budget commitments already made and assist in the planning of future years' budgets.

36. Further work is required to develop benefits profiles for each of the projects and programmes underway, even where this is not a cashable benefit (e.g. some of the ICT enabling works), and this will be a key focus working with departmental management teams. A further update will be given in the Annual Efficiency Statement in August, alongside a more detailed look at performance in 2015/16.

CONSULTATION

37. Each department has its own ways of involving employees in MAP projects and there are some good examples of employee engagement. Trades Unions have also been kept updated on progress. A fuller briefing session for elected members was held on 20 April to facilitate a discussion around MAP. In addition, where a change programme impacts on frontline services, there will be scope to consult more widely with service users, and customer feedback and demand is used routinely as a part of service reviews and development of online services – a good example is the parental consultation that has been done this year by the Education Department.

PARTNERSHIP WORKING

38. There are a range of opportunities for partnership working as part of MAP. The HSCP's programme is fully integrated between the Council and the Health Board. The Education Department's programme takes cognisance of the Culture and Leisure Trust's Business Plan and there is scope for good partnership working for example with SEEMIS (the education management information system for Scottish schools) over the development of digital services.

39. In addition, the Council is working collaboratively with other councils and the Improvement Service to ensure that we learn from best practice elsewhere and do not 'reinvent the wheel'. The Council recently hosted a webinar with the Improvement Service on our approach to change and a number of councils are now interested in our in-house model for training and development on project management, in partnership with the SQA, and also our new 'lean' course in how to conduct these types of review.

40. With the Chief Executive's leadership of the national digital strategy, and the HSCP's proactive involvement with the Digital Health Institute we are well placed in the wider national digital context.

CONCLUSION

41. This report has given a flavor of the complex and varied work underway across the Council and HSCP to drive modernisation, efficiency and change and deliver savings for current and future years. The challenge is, as always, to balance our huge ambitions with the practical realities of available resources. This is meaning tough decisions, the need for strong governance and real prioritisation.

42. It is clear however that the Council has a strong story to tell with each department able to chart its service improvement or transformational journey across recent years. Each department has its own programme, which is clearly owned and driven by each Director and their management team. This is vital to onward success and will be a key part of how the Council delivers its wider vision for the future.

43. At the strategic level, the key priorities for the next phase of MAP are about building a firmer benefits profile for projects and ensuring that the programme is well communicated and understood and really delivering towards the future council vision. Further detail on case studies and service improvements will follow in August.

RECOMMENDATION

44. It is recommended that Cabinet:

- (a) consider the progress being made to develop the 'Modern Ambitious Programme (MAP)', delivering efficiencies for 2016/17 and beyond; and
- (b) note that a further update on MAP will be provided in August 2016 as part of the Annual Efficiency Statement.

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BACKGROUND PAPERS

- Annual Efficiency Statement 2014/15, Cabinet 20 August 2015
- A Programme for Our Future Council, Cabinet 4 June 2015
- Organisational Development Plan, Council 15 May 2013

KEYWORDS

This report updates on the change and efficiency programme – Modern, Ambitious Programme (MAP). Keywords are: Modern, Ambitious Programme, MAP, efficiency; PSE; savings; change; performance, modernisation, digital.

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Modern, Ambitious Programme (MAP)

Elected Members' Session

20 April 2016

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Introduction

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Why are we here?



“To make people’s lives better”



What we are here to do:

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.

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

How can we achieve what we are here to do?

Why are the five capabilities important?



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.

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 people's lives better

Background

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- Successful PSE programme 2009/15, generated >£4.9million cash savings
- Increasing demands, policy/legislative change, budgetary pressures, digital expectations, challenging demographics = need for new programme for next 3-5 years
- 'Modern, Ambitious Programme' (MAP)
- Delivering a vision of what the Council will look like in the future

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People aspects

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- Our values – efficient, caring, trustworthy, people-centred, innovative
- Organisational development
- Leadership development
- Specific training programmes to support MAP
- Digital skills
- Workforce planning
- Health & wellbeing
- Employee engagement & communication



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

MAP – C&CS Department ⁶⁷

Customer focused digitally enabled frontline services:

- Customer First
 - Live chat
 - Gadget Bars
 - My Account – to link into the national single-sign-on for public services
 - Money Advice & Rights Team (MART)
 - Single team simplifying the journey for customers to get support & advice on money matters
 - Benefits and Council tax
 - Restructure
 - Universal Credit; welfare reform arrangements; Scottish Welfare Fund streamlined and ease of access for those most in need
 - Council Tax modernisation projects – potential in future for e-billing and more paperless operations
 - Community Safety
 - Telecare Marketing
 - CCTV Migration
 - Service redesign
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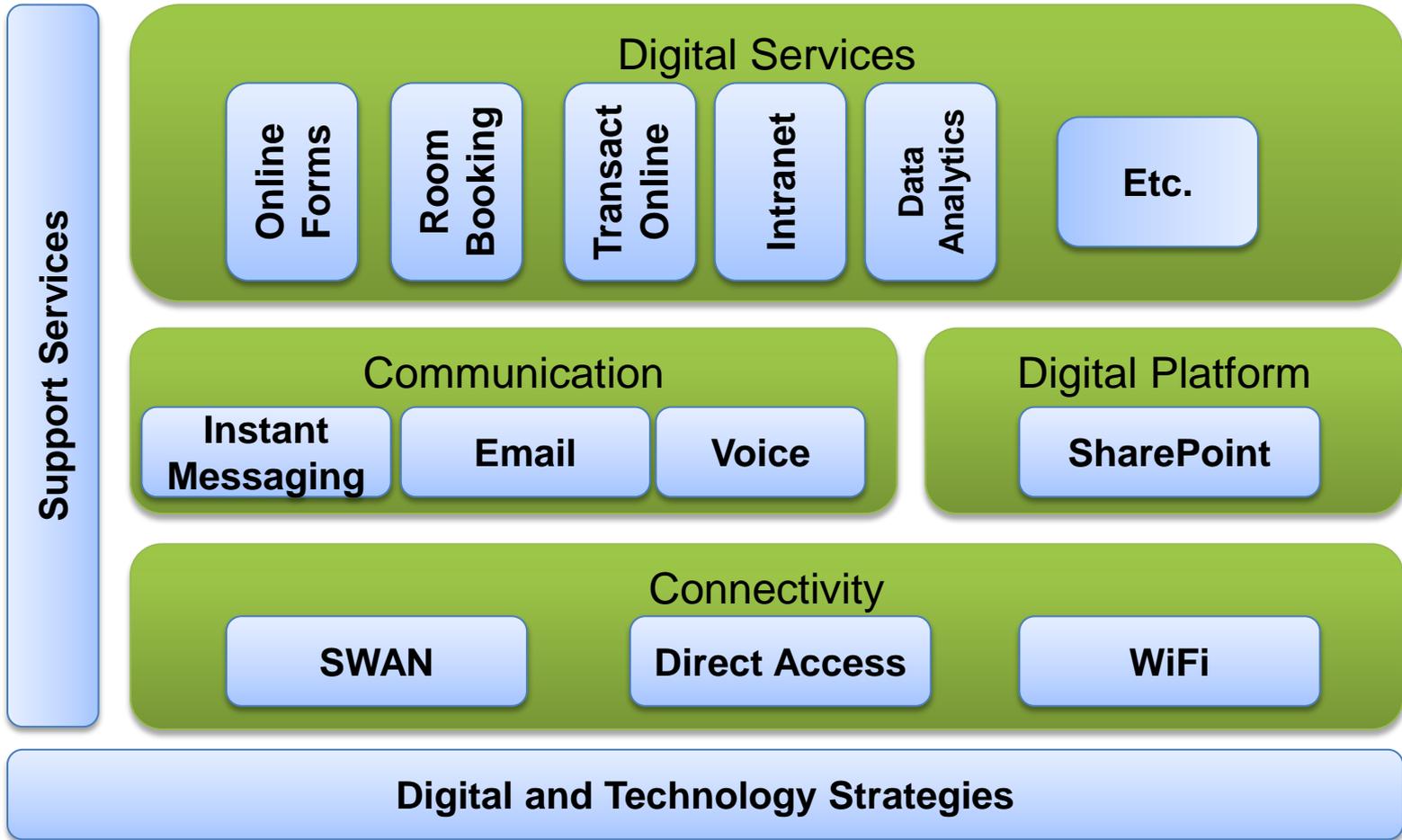
MAP – C&CS Department ⁶⁸

Modern and Efficient Support Services:

- HR & Payroll
 - Lean, online processes – recruitment, contracts
 - Move even more paper transactions online
 - Electronic Document Management & agile teams
 - Democratic Services
 - Webcasting of Council meetings
 - Digital Dictation to automate Minutes
 - Business Support, Creditors & Revenues
 - Streamline transactional processes, reduce paper and rekeying, introduce electronic documents; electronic invoicing
 - Digitisation of free school meals/clothing grants
 - Redesign of ICT
 - Effective Strategic Management of resources through mixed economy of in-house and externally hosted service
 - Sound ICT architecture principles to ensure ICT evolves to suit changing needs
 - Business Partners to build relationships and expertise in departments
- 

ICT Enablement Outcomes

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MAP - Chief Executive's Office

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- Reviews/redesigns of Accountancy
 - New ways of working (dual screens) with development of digital skills, Digital Professionals- Excel.
 - Simplified, modern financial regulations
 - Phase 1: More efficient financial processes and improved financial information
 - Phase 2: Modern financial systems
- Reviews/redesigns of Legal
 - Digital dictation and speech recognition.
 - Legal work managed electronically (easy to retrieve from any location, more secure, time recording, improved workflow, reduced paper storage).
 - Online licensing
- Reviews/redesigns of Procurement
 - Simplified Contract Standing orders
 - Strategic procurement with enhanced contract management.

MAP - Education

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MAP programme is part of a wider programme of continuous improvement & change in Education.

Key MAP projects:

- Education admin. & clerical review
- Online payments – *Parent Pay*
- Digital infrastructure
- Public access wi fi in schools



MAP - Environment⁷²

- Commissioned a significant programme of change to deliver our departmental vision

Previous work included:

- Review / Redesign of Employability Services
 - Review / Redesign of Protective Services
 - Review / Redesign of Housing Repairs
 - Review / Redesign of Special Uplifts
 - Review / Redesign of Recycling Collections
 - Redesign of Housing Management
 - Energy efficient LED Street lighting pilot project
 - Review of Capital Asset Management Group: Governance
 - Initial roll out of agile working in priority services
 - Step Change: City Deal
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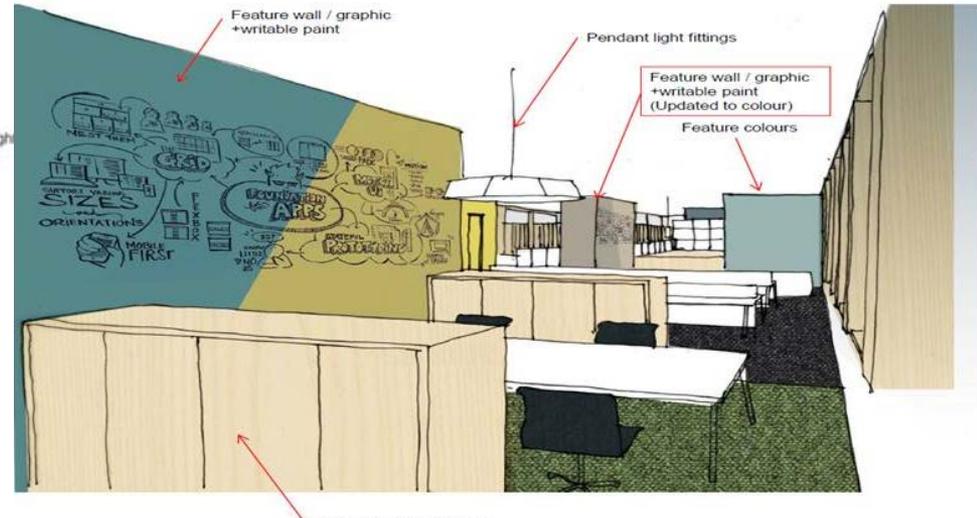
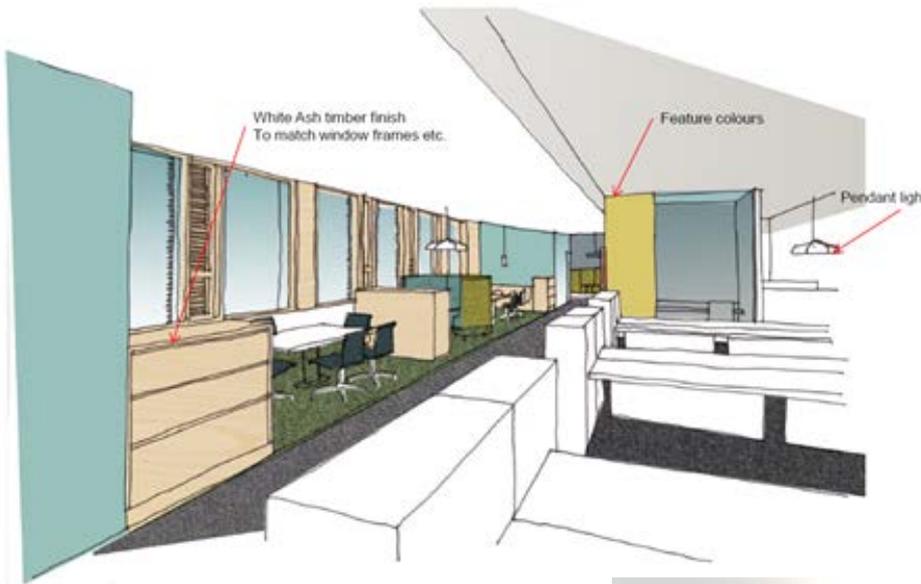
MAP - Environment⁷³

Proposal to carry out an entire Departmental review

- Based around:
 - Starting from scratch
 - Maximising efficiencies and meeting savings targets
 - Focusing on outcomes and prevention – not structure and hierarchy
 - Maximising the use of data and information as business intelligence to shape our services
 - All services are digital by design “end to end”
 - Delivering or commissioning services around current and future customer need
- Stage 1: Strategic review of services underway
 - Why do we provide the service
 - Do we want to continue providing the service (or not)
 - If we do then how is it best designed and delivered
- Stage 2: Service re-designs for those we want to keep

- Ambitious, complex and transformational change programme in place aligned to our partnership touchstones and the five capabilities:
- Service Reviews & Redesigns:
 - Children & Families Redesign
 - Redesign of Care@Home (including reablement)
 - Safe & Supported (delayed discharge)
 - Learning Disability Redesign
 - Day Services Redesign (Older People & Learning Disability)
 - NDTi – Community Led Support & Hubs
- Modernisation:
 - CareFinance
 - Agile & Accommodation (including Eastwood Health & Care Centre)
 - Developing Management Information
 - Technology Enabled Care
 - Review of Support Services (Council & NHS)

Eastwood Health & Care Centre ⁷⁵



Conclusions

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- A modern, ambitious Council, creating a fairer future with all
- Significant scale & reach of work
- Ownership across the Council & HSCP and at most senior levels
- Main focal areas: digital, data, modernising 
- Key benefits:
 - Modern ways of working
 - Streamlined processes
 - Less paper
 - Financial savings to help protect frontline services & mitigate increasing demand
 - Improved customer outcomes
 - Better use of data & information
 - Improved focus on early intervention and prevention, particularly in HSCP
- Animation

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