

# TRANSFORMATION STRATEGY

Cabinet approved on 26 June 2019, a framework and associated recommendations to embed FACE in our workforce and communities. This included the development and roll-out of an immersive and interactive FACE experience, with roll-out now scheduled to start on 2 September and run through to February 2020. Spaces are available for over 5000 employees over a six month period, and attendance will bring to life what FACE and transformation means for all employees.

Members noted that FACE, and the associated culture change it is designed to bring about, will be key to ensuring we can transform effectively with savings delivered, services redesigned, demand effectively managed and outcomes improved. To deliver these strong messages, the FACE experience requires to be delivered in an innovative way that requires a degree of up-front investment. A suitable venue, with professional sound and lighting and branded appropriately, has been identified in Take a Bow and some sundry expenditure may also be incurred in making the experience memorable and effective for all staff.

Significant progress is being made around embedding digital and associated new ways of working across our services. This is a key enabler in service redesign, with more efficient delivery of services possible through digitisation and making greater use of technology. To further showcase the scope that digital brings to our transformation of services, an East Ayrshire Digital Week will be delivered from 16 - 19 September. A number of events and interactive sessions are being finalised, with a wide audience being targeted from employees through to communities and residents, with a particular focus on digital participation.

Consideration continues to be given, across a number of service areas, to greater collaboration and joint working between us, other Councils and public sector partners. A number of quick wins have been identified at an Ayrshire level for closer working with ICT, including ICT security, data centres, skills analysis and shared business cases, with discussions continuing around a number of other service areas. Service redesign proposals are routinely considering opportunities to work in different ways, and this consistently includes options for closer working with other organisations.

### WORKSTREAM 1 – FAIRER, KINDER AND CONNECTED

<p>Introduce automatic awards for free school meals and clothing grants</p>	<p>Members will recall the previous work on automatic awards last year, and that a new online system for 2019/20 went live on 4 June 2019.</p> <p>The simple online form, which can be used on mobile devices eg smartphones, provides a better customer experience than in previous years, with the assessment process also simplified and embedded into the core work of the Revenues and Benefits team.</p> <p>Around 4000 applications have been received to date and further system improvements have been identified for future years, including extension of the scope to potentially incorporate Education Maintenance Allowances (EMA). This will offer further efficiencies, while also further simplifying the process for applicants.</p>
<p>Data driven decision making</p>	<p>We have an abundance of data which if effectively structured, linked and interrogated can provide greater insight and intelligence to support decision making, and resource allocation, particularly around early intervention and demand reduction work. We have been working with the Improvement Service (IS) in agreeing a draft job specification for a data scientist, a position that would be hosted within the IS, but would work closely with key stakeholders to develop solutions in this area.</p>

**WORKSTREAM 2 – WORKFORCE PLANNING**

Workforce reduction - service review and redesign	<p>All Heads of Service are bringing forward plans for the redesign of their services, with projects and proposals emerging to deliver services in a different way. These will continue to be developed, with appropriate engagement with service users, staff groups, Trade Unions and Elected Members as appropriate.</p> <p>Further discussions are taking place with Heads of Service during August to ensure these redesign plans are advancing at the necessary pace, with due consideration of the workforce planning implications, and remain aligned to the future service spending targets previously approved by Cabinet.</p> <p>Given the nature of these reviews, it is anticipated that Cabinet will be asked to consider and agree proposals to redesign services, with a reduced level of spend, as part of the budget setting process.</p>
Coaching	<p>The FACE framework agreed by Cabinet on 26 June 2019, recognised that a coaching programme was a necessary component of our work to train, develop and support our people to make best use of their strengths and talents. This programme has been developed in-house and is now being co-delivered by colleagues in OD and Transformation. This will be embedded as a key element of the OD offer with introductory / overview sessions available right through to in-depth immersive programmes for front-line staff. To date 81 staff have successfully completed the detailed programme, with a further 26 participating in cohorts 5 and 6, which start in October 2019.</p>
Workforce planning	The latest update is provided in the People Section of this report.

**WORKSTREAM 3 – DIGITALLY CONNECTED**

Support services to work digitally, and deliver more effective customer contact arrangements	<p>Members previously agreed a number of high-level principles to underpin the strategic review of customer contact. This project is now progressing in support of redesign activities taking place across all services. A dedicated project-lead has been identified and a support team put in place to drive this work forward.</p> <p>A small group of senior officers visited Kirklees Council earlier this year, with a follow-up by operational staff also now completed. This has allowed some innovative practice to be considered and has shaped our own vision and plans. A report to Cabinet will require to be considered in early course setting out detailed proposals for the redesign of initial customer contact across the Council.</p> <p>Development of the Kilmarnock customer service centre is progressing well, with the construction work on the former Torbett's building anticipated for completion in September. Fit-out will then take place allowing a purpose-designed centre to be in place by early 2020.</p>
Paperlite	<p>Council meetings became paperlite with effect from 1 April. This is now being extended, at pace, across the Council with EMT and CMT also now paperlite. A parallel piece of work is being delivered to ensure we have a robust, secure and cost effective solution for electronic record management, which also supports the Smarter Working agenda.</p> <p>A hybrid mail solution is creating further efficiencies in services, where the physical dispatch of mail can be undertaken remotely through a digital solution installed on a local PC. This has the potential to save up to £0.84 per mail item, with initial adoption within Health and Social Care working well; to date over 22,000 letters have been sent using this new approach. Further services will now begin to migrate to this platform.</p>
Digital Strategy	<p>A digital strategy is being produced that will set out a high level direction of travel for the Council around the deployment of digital services and new technology. The strategy will not be technology led, and instead will focus on the following key themes: digital citizen; digital worker; digital services; intelligent Council; digital economy.</p> <p>The strategy will outline best practice and case studies, will set a future direction for digital and will support service redesign.</p>

**WORKSTREAM 4 – VIBRANT AND EMPOWERED**

<p>Develop a place-based, clean green and vibrant approach to delivering outdoor services</p>	<p>A new way of place-based working was initially designed alongside the outdoor services workforce, and as Members will be aware this is now operational in the Doon Valley and Cumnock areas, with plans in place to roll-out across the whole Council area during 2019/20. It is anticipated that savings of up to 20% can be made from the Outdoor Services budget through this way of working, and as such it is important to consider opportunities to further embed these approaches across other services.</p> <p>Work has started, with several workshops delivered, to ensure managers and front-line staff across all teams understand what place-based working means and how it can transform operational service delivery. This includes the introduction of empowered teams, which can support the delayering of management structures across these teams and services.</p> <p>A range of opportunities have been highlighted by Heads of Service to introduce wellbeing hubs in communities. There is scope to converge these opportunities and ensure that a consistent, joined-up approach can be taken across services and communities. This aligns very well with place-based working and will be <u>considered through this lens.</u></p>
<p>CLAP's</p>	<p>Our approach to Community Led Action Plans (CLAPs) is well embedded in our communities with over 20 CLAPs now in place. While recognising this success, we want to see this move to the next stage, and as such initial discussions have been held with Mayo County Council (who have around 30 CLAPs), to shape a collaborative piece of development work to further enhance community empowerment across our respective Councils.</p>

**WORKSTREAM 5 – PROPERTY**

<p>Agree the approach to future space usage; and review office accommodation requirements</p>	<p>The overall approach and smarter working principles were agreed by Cabinet on 7 November 2018. These principles have now been introduced at the Opera House and are being rolled out in the Johnnie Walker Bond. The employee:desk ratio at the Opera House has improved from 11.1:10 to 7.3:10 following the adoption of smarter working, with 452 FTE staff now based at the Opera House.</p> <p>Future phases of the Smarter Working roll-out are being planned across our remaining offices, to ensure we can make best use of our spaces, and provide maximum flexibility to our employees.</p> <p>New ways of working are now emerging, and it is important to ensure all employees and managers are supported to embrace these opportunities. OD are providing support to teams to redefine how they can work more effectively and flexibly.</p> <p>Future office space requirements will be finalised as this initial phase is concluded, and is being closely aligned to the strategic work being overseen by the Project Management Board - Kilmarnock Town Centre.</p>
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**WORKSTREAM 6 – INCOME AND COMMERCIALISATION**

<p>Explore opportunities for new areas of charging / revenue streams</p>	<p>As Members will recall a transformational review of parking was undertaken and reported to Members on 27 February 2019. A number of new opportunities to generate additional parking income were identified and the subject of extensive public engagement. Further parking studies in key areas are being undertaken and all results and comments will be collated and analysed, and presented to Members in a Cabinet report in October / November.</p>
<p>Council Lottery</p>	<p>A number of Councils are working collaboratively through the Improvement Service and Scotland Excel, to establish a strong business case and identify a commercial partner to operate a Council lottery. The results of a recent procurement exercise to establish market interest is currently being considered by the lead Councils, including East Ayrshire. A high level business case can then be prepared for initial consideration by Members.</p>