

# TRANSFORMATION STRATEGY

The report to Cabinet on 16 January 2019 agreed that early and continuing engagement should take place around budget proposals. A number of community based pop-up events and wide staff engagement is currently being delivered, to allow feedback and ideas to be collated ahead of the Council's budget meeting of 28 February.

Members have previously noted the qualities and behaviours that best represent our employees, with these incorporated into a campaign "be the FACE of East Ayrshire", supported by the Communications and Transformation teams, and Organisational Development. This started in December with a publicity and promotional campaign, running in parallel with workforce engagement events which attracted over 400 staff, to discuss what FACE means for us all, and how it can be widely put into practice.

An engagement exercise was recently undertaken, including feedback from the residents' panel, to inform the development of a digital strategy. From our own analysis, supported by engagement feedback and wider conversations across the front line workforce, it is clear that an early emphasis requires to be on digital participation. Building on our adoption of the Digital Participation Charter, a focus group will be convened during February to begin to address this important area.

Initial service redesign discussions with the Chief Executive and Heads of Service have identified opportunities to improve customer contact, consolidating this work within a single team. A scoping exercise has commenced to understand where and how customer contact currently happens. Proposals will then be developed that will see this work, and the relevant current level of resources, transfer to a central team. A professional, focussed customer contact service designed around customers, and making best use of technology will allow a more streamlined and coordinated approach to be taken, improving services for our customers while also releasing recurring savings.

As Members will recall, a number of principles to support smarter working were agreed by Cabinet on 7 November 2018. This outlined how we would work in East Ayrshire with an emphasis on shared workplaces. Work is now progressing at pace on this, with the principles being adopted initially at the Opera House, Johnnie Walker Bond and Rothesay House. This will support a better alignment of services, and the relocation of teams currently based in the former Kirkstyle Primary School. An update on future office requirements in Kilmarnock will be provided to Cabinet in early course as we see the outcomes of smarter working being widely adopted.

Fuller details of each of the workstreams is provided on the Members' Portal.

### WORKSTREAM 1 – FAIRER, KINDER AND CONNECTED

Introduce automatic awards for free school meals and clothing grants	An additional 246 clothing grants and 151 free school meal entitlements were awarded in 2018/19. During 2019/20 the <i>new application</i> process will be streamlined and digitised, and the <i>renewals</i> process will be automated with no need to reapply. This is expected to remove the need to employ additional seasonal, temporary staff.
Finalise the roll-out of ParentPay in all schools	ParentPay is now rolled-out to all schools. Further engagement is taking place to understand how the system can be further developed and improved to support schools and parents.
Reduce digital inequality	The Digital Participation Charter has now been adopted. A focus group is being convened to agree a series of actions to begin to address digital participation issues in our communities.

### WORKSTREAM 2 – WORKFORCE PLANNING

Workforce reduction - commence service review and redesign	All Heads of Service are identifying opportunities for redesign into the future, and the Chief Executive is meeting each HoS to support this. The scale of the financial challenge in future years is clearly understood, and service redesign proposals are expected to align to this.
Workforce growth – career change pathways	A career change pathway has been developed and launched for early learning and childcare practitioners. A further career change pathway for teachers is being finalised, subject to Scottish Government funding for their Learn to Teach programme. Further career change pathways in growth areas are being scoped and developed, to provide maximum opportunities for our employees, at a time when the Council is becoming smaller.
Review HR policies and arrangements to align to Transformation	Qualities and behaviours of Council employees have been agreed as FACE (flexible, approachable, caring, empowered). HR processes, starting with recruitment and EAGER, are now being aligned to the principles of FACE.

**WORKSTREAM 3 – DIGITALLY CONNECTED**

Move towards becoming a cashless Council	Customer service centres and a number of discrete service areas stopped taking cash in November 2018. The residual arrangements where cash is taken, will remain under regular review to ensure the most effective arrangements.
Support services to work digitally, and deliver more effective customer contact arrangements	Firmstep has been implemented and is now live, with customers able to create self-service accounts. A wider review of customer contact arrangements with a view to centralising and delivering in a more coordinated manner is being scoped. This will include effective use of technologies, with future development and deployment of online services aligned to service redesign opportunities. A learning visit to Kirklees Council, identified as an exemplar in this area, has been arranged for March.
Become a paperlite Council	Council agreed in December 2018, that from April 2019 Council meetings would become paperless. Training and awareness sessions are being put in place to ensure Members can continue to operate effectively from this date. An innovative approach to reduce printing and postage costs (Royal Mail Hybrid) is being implemented on a phased basis from January 2019.

**WORKSTREAM 4 – VIBRANT AND EMPOWERED**

Develop a place-based, clean green and vibrant approach to delivering outdoor services	A new way of place-based working has been designed alongside the outdoor services workforce. This is now operational in the Doon Valley area, with plans to roll-out across the whole Council during 2019/20.
Identify other opportunities for place based working	Principles for place-based working to underpin service redesign are presented in the covering report for Members' endorsement. A workshop has been arranged for 19 February to further develop an understanding across all services of place-based working. Health and Social Care have developed a place-based approach, initially in the Cumnock area.

**WORKSTREAM 5 – PROPERTY**

Agree the approach to future space usage; and review office accommodation requirements	The overall approach and smarter working principles were agreed by Cabinet on 7 November 2018. These principles are currently being introduced to the Opera House, Johnnie Walker Bond and Rothesay House, and represent a significant change to the working environment of around 1,000 employees. A detailed analysis of future office space requirements will be finalised as this initial phase is concluded.
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**WORKSTREAM 6 – INCOME AND COMMERCIALISATION**

Explore opportunities for new areas of charging / revenue streams	A transformational review of parking has been undertaken with a number of areas for wider engagement and discussion identified. Initial proposals to increase car park charges are anticipated to form part of the 2019/20 budget package, with wider reforms introduced later, but only after engagement. A number of areas where new revenue streams have been developed have been reported previously (eg commercial catering, advertising and sponsorship, street naming). An opportunity to implement a lottery is being explored with a number of other Councils and the Improvement Service.
Analysis of existing services and charges	An initial scoping exercise of all charges identified around 250 elements of service where charges are raised. This has informed a more detailed review of certain areas, and will consider the total costs of service provision, charges and any subsidy that is therefore being provided. These reviews are being fed into service redesign discussions, to ensure there is clarity around cost recovery and the wider impact of charges.