



CUSTOMER PEOPLE TRANSFORMATION FINANCE AND CORPORATE GOVERNANCE

East Renfrewshire Council

Organisational Healthcheck

THREE YEAR PLAN

Introduction

This 'Organisational HealthCheck' is about what kind of organisation the Council needs to be to deliver 'A Place to Grow' and will track our progress on that journey. The plan has four sections comprised of;

- **Customer;**
- **People;**
- **Transformation; and**
- **Finance and Corporate Governance themes.**

The **Customer** section will capture how well we are delivering for our residents; what their customer experience looks like and how they are contacting us across a range of methods (including via online services). The **People** section allows us to report progress on our People Strategy, which is about the Council's employees and our drive towards becoming a learning organisation. **Transformation** will link to the new Transformation Strategy which is currently in development and will link to the outcomes of this year's Best Value thematic focus by external auditors. Finally, the **Finance and Corporate Governance** section of the 'Organisational Healthcheck' will help to ensure that our physical, information and financial assets are efficiently managed.

We will achieve this by excelling in our three Capabilities



And along this journey, in everything we do, we must live our Values



How the plan is laid out

Each section within the Organisational Health Check follows the same structure as the Place to Grow Delivery Plan. There is a high-level outcome statement, key activities and family of qualitative and quantitative measures. This approach ensures we maintain a strong 'golden thread' across plans and strategies.

Under each section there is a list of key activities that will help us deliver the outcome - **"What we will do"**. Below that is a section with a family of measures we will use to **"know we are making progress"**. Some of these measures are for tracking progress over time, and others are outcome measures that will show whether we are improving in the shorter-term. There are also perception measures to understand how satisfied our residents and employees are with Council services and supports. Measures may evolve overtime as we understand what is most useful to understand and tell the story of our progress.

CUSTOMER

Outcome - we have satisfied customers accessing services that meet their needs

We will do this by:

Developing our business intelligence and management insights for customers, helping us to plan and improve services.

Improving customer end-to-end experience and expand access to 24/7 online self-service.

Expanding automation for high volume customer services to improve efficiency & free-up employee time for customers that need it most.

Increasing focus on user engagement in service design and more community empowerment to provide services which put customers at the heart of provision.

Ensuring we make our communications inclusive and accessible to customers that may experience barriers, so they have equal access to information when they need it.

We will know we are making progress by:

Indicators	Source	Aim to:
Satisfaction rate with East Renfrewshire Council services	Citizens Panel	Increase
Percentage of stage 1 and stage 2 complaints responded to within national targets.	Complaints dashboard	Track
Detail on complaints - numbers; response time; type.	Complaints dashboard	Track
Number of complaints reported to & upheld by SPSO.	SPSO data	Decrease
Customer interactions by channel (e.g. phone, face to face, online etc)	Customer Interactions Dashboard	Track
Case study information on customers involved in service design.	Digital transformation programme	Track
% residents that feel Council services are accessible to them.	Citizens Panel	Increase

PEOPLE

Outcome - we have engaged employees who are motivated to deliver quality services for our customers

We will do this by:

- Building on the investment in our employees to realise our commitment to being a learning organisation with a skilled workforce and effective leaders at all levels.
- Developing our business intelligence and management insights for employees to improve health and wellbeing and inform workforce planning and future skills.
- Developing and delivering leadership training to support the ambition to become a learning organisation that is equal, diverse and inclusive.
- Embedding employee engagement by increasing frequency, type and medium of communications.
- Streamlining and automating high volume employee processes to increase efficiency and reduce risk and manual tasks.

We will know we are making progress by:

Indicators	Source	Aim to:
Employee satisfaction score	Employee survey	Increase
Sickness absence days per teacher	LGBF	Decrease
Sickness absence days per employee (local government)	LGBF	Decrease
Employee turnover	HR data	Track
Extent to which Council employees represent Council values / attributes	Citizens Panel	Increase
Gender pay gap	LGBF	Decrease
% minority ethnic employees	Workforce profile dashboard	Track
% Disabled employees	Workforce profile dashboard	Track



TRANSFORMATION

Outcome – we embrace digital technology, data and change to improve efficiency, customer service and outcomes

We will do this by:

Maximising the value of our investment in digital infrastructure to enable it to be sustainable, secure, reliable and provide the foundation for ongoing modernisation and transformation.

Refreshing the Digital Strategy to set out the Council's approach to the appropriate use of artificial intelligence, process automation, and the use of data and business intelligence to improve performance, efficiency, outcomes and identify opportunities for early intervention and prevention.

Evolving our one-council approach to prioritising projects and resources; and capturing and reporting benefits to maximise strategic value and return on investment.

Investigating opportunities for national and regional collaboration that will support and drive digital transformation opportunities and leverage external investment where possible.

We will know we are making progress by:

Indicators	Source	Aim to:
Detail on digital transformation projects, incl. Financial and non-financial benefits including case studies.	Programme Management Office	Track
Digital process scores for departments	Programme Management Office	Increase



FINANCE AND CORPORATE GOVERNANCE

Outcome – Our physical, information and financial assets are efficiently managed

We will do this by:

Further developing financial strategies and plans to ensuring that budgets and investments align with, and support delivery of, the Council's strategic priorities.

Delivering training and providing resource and process-change to further strengthen a culture of consistent, supportive and accountable financial management in East Renfrewshire Council.

Continual analysis of spend data ensuring informed decisions on how procurement activity within the organisation can be improved and any non-compliant spend identified and action taken.

Optimising investment-in and utilisation-of our assets based on alignment with strategic priorities and up-to-date data on condition and future requirements.

We will know we are making progress by:

Indicators	Source	Aim to:
% council revenue expenditure kept within agreed annual budget level	LGBF	Track
Uncommitted general fund reserves as a % of net revenue spend	Accounts	Not go below 2%
Rating of value for money of East Renfrewshire Council services	Citizens Panel	Increase
Capital financing requirement as % of net revenue budget	Treasury Management Strategy	Target under 10%
% savings defined as efficiency	Budget process	Track
% of income due from Council tax received at year end	LGBF	Increase
% Non-domestic rate collection	Revenues	Increase
Gross rent arrears as a % of rent due for the year	LGBF	Decrease



We will know we are making progress by:

Indicators	Source	Aim to:
% invoices paid within 30 days	LGBF	Increase
Number of data breaches reported to the ICO	DPO	Decrease
Number of data breaches deemed by ICO to be serious	DPO	Decrease
Number of contracts with community benefit clauses	Procurement	Increase
% contract spend within local area	Procurement	Increase
FOI response time / Number of FOIs	CE's Business Unit	Decrease
Subject Access request response time / Number of SARs	CE's Business Unit	Decrease