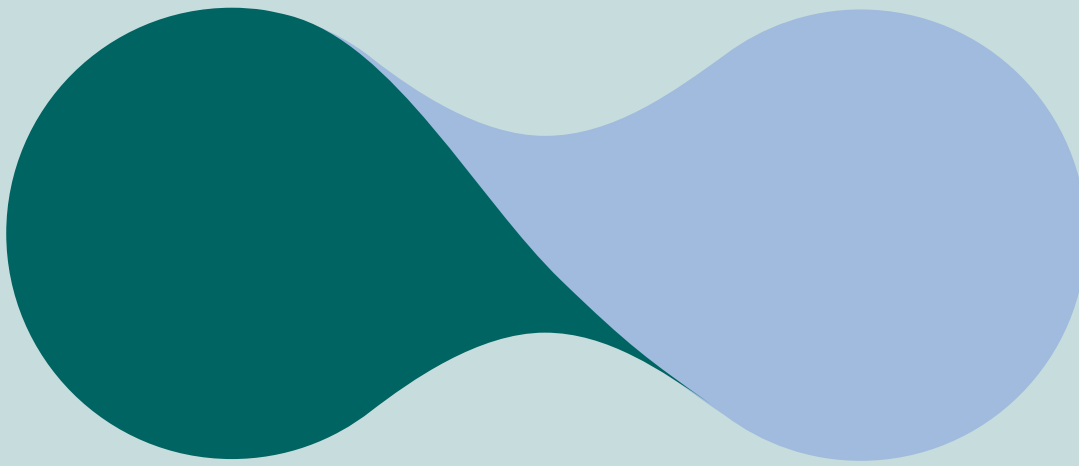


Covid-19 Renewal Programme



Renewal Programme Strategy and governance framework

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VERSION CONTROL

Version	Author	Aproved By	Details
V0.1 – 27 May 2020	Laura Heggie, Head of Compliance, CEX	N/A	12 June 2020 – Draft circulated to Renewal Programme Board/ senior officers for comment.
V0.2 – 23 June 2020	Laura Heggie, Head of Compliance, CEX	N/A	Minor updates based on feedback and submitted to CMT for approval.
V1 – 1 July 2020	Laura Heggie, Head of Compliance, CEX	Corporate Management Team	Draft approved.

DOCUMENT STATUS

This is a live document that is intended for use in documenting the Council's approach to and strategy for renewal. Information will be added as it the programme evolves.

Queries can be directed to Laura Heggie, Head of Compliance, **07900 706 863**.

Contents

1.	Background	5
2.	Council family response	6
3.	Renewal programme	8
4.	Renewal programme strategic objectives	9
5.	Renewal programme principles	11
6.	Programme governance	13
7.	High-level, emerging renewal programme plan	23

The Scottish Government's COVID-19: framework for decision making - Scotland's route map through and out of the crisis sets out the characteristics of each of the four phases to easing restrictions and emerging from the pandemic. Illustration 4 maps these characteristics to the four phases of the Renewal Programme and shows the early planning and activity associated with each.

8.	Renewal plans	25
9.	SWOT	26
10.	Equalities	27

Appendices

Appendix 1 – Mapping of programme objectives to workstreams

Appendix 2 – Terms of reference

Appendix 3 – Workstream governance pack



1. Background

1.1 Since March 2020, alongside the rest of the UK, the Council Family has been responding to the COVID-19 pandemic and the need to implement a range of mitigation measures and restrictions established to slow the spread of the virus.

1.2 This required an unprecedented level of response which has been led and informed by the following key events and publications:

The publication, on 3 March 2020, of the Four Nations Action Plan which set out the steps taken by the UK as a whole in response to the pandemic and the planned further action, subject to emerging intelligence.

- The publication, on 3 March 2020, of the [Four Nations Action Plan](#) which set out the steps taken by the UK as a whole in response to the pandemic and the planned further action, subject to emerging intelligence.
- On 12 March 2020, the UK Chief Medical Officer raised the risk level from COVID-19 from moderate to high.
- On 13 March 2020, the first Coronavirus death was reported in Scotland.
- On 22 March 2020, as the number of cases and fatalities rose, and following previous advice to restrict non-essential travel, to avoid contact with others and to work from home where possible, the UK Government announced heightened measures to take effect from 23 March 2020. This commenced a period of ‘lockdown’ and restriction intended to mitigate and control the spread of the virus. This included legally enforceable requirements to stay at home unless shopping for essential good, medical reasons or essential work that could not be undertaken at home.
- In mid-May 2020, the UK Prime Minister announced some relaxation of these restrictions and launched “[Our plan to rebuild: The UK Government’s COVID-19 recovery strategy - GOV.UK](#)”. This was not adopted by the Devolved Administrations and in Scotland, at the time of writing, restrictions remain in place.
- On 21 May 2020, the Scottish Government published [Scotland’s Framework for Decision Making Route Map Through and Out of the Crisis](#). This indicates the phased order in which the Scottish Government seek to gradually change restrictions.

2. Council family response

2.1 The Council's response to the pandemic was underpinned by the need to ensure business continuity across critical functions and services to support residents and businesses; to support vulnerable citizens, and to ensure the safety and wellbeing of staff across the Council Family.

2.2 The Council enacted its command and control structure in March 2020, comprising of:

- A strategic Gold command group, chaired by the Chief Executive; with daily and then weekly meetings / teleconferences to lead the response for the Council Family;
- A tactical Silver command group, the COVID-19 Contingency Planning Working Group, chaired by the Director of Governance and Solicitor to the Council, which met on a weekly and latterly fortnightly basis, and
- An operational Bronze response where all Services and ALEOs used Local Implementation Groups to consider matters specific to their own business areas within the wider Council Family response context.

2.3 Council officers are also engaged in multi-agency regional and national forums, such as the Resilience Planning network, and with the Scottish Government and other bodies such as COSLA, as well as function specific groups to share experiences, collaborate and co-ordinate responses.

2.4 The Council's operational response required fast-paced decisions and actions. In summary, it included:

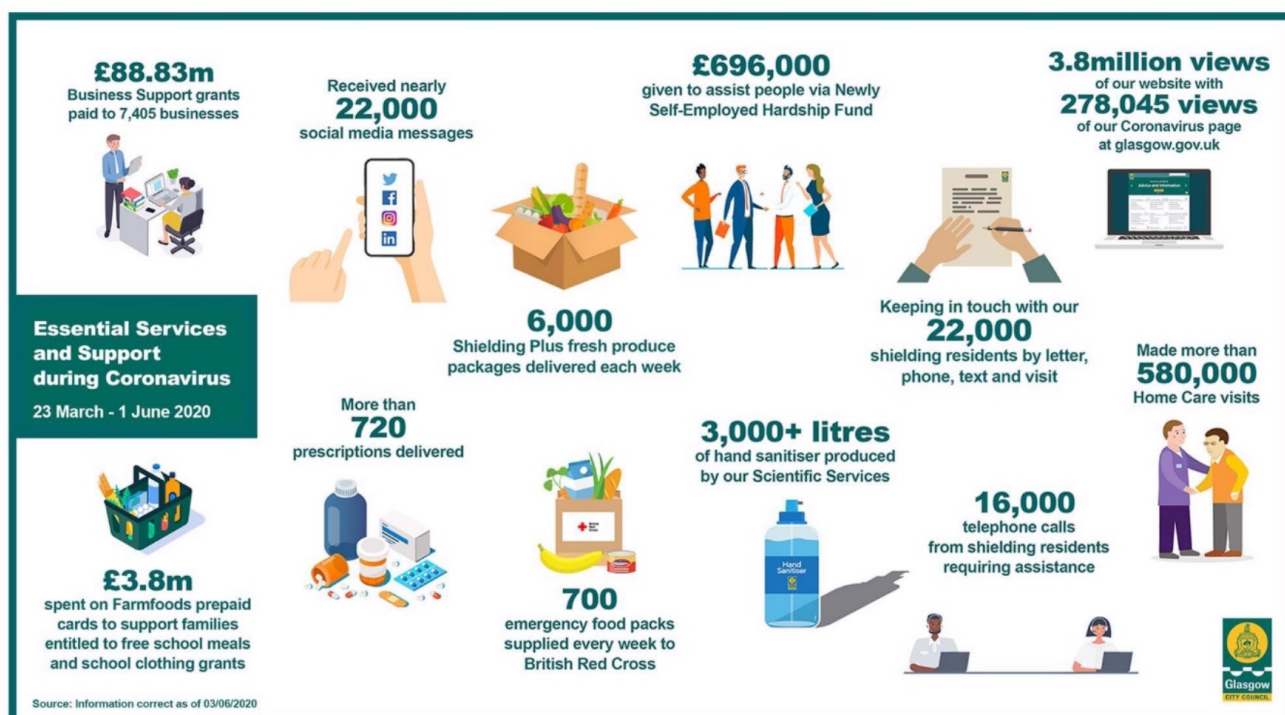
- prioritisation of critical functions and services;
- suspension of non-critical functions and services;
- introduction of new ways of working, including mass home working and changes to working patterns;
- accelerated roll out of new technology to support home working and connectivity, including laptops, telephones, Microsoft Teams etc.;
- introduction of physical distancing measures across the estate;

- procurement and provision of personal protective equipment to front line staff;
 - launch of a staff volunteer scheme to match resources with demand in critical areas, and
- daily communications to staff, including health and wellbeing guidance.

2.5

Illustration 1 sets out the highlights and key achievements of the Council Family's response, as at 3 June 2020.

Illustration 1: Key Achievements as at 3 June 2020:



2.6

Across the UK, as restrictions are gradually reduced in line with intelligence that the country has moved beyond the peak of infections, focus is turning to recovery. The Council Family is no different and focus is shifting to how it recovers and adapts to the fundamental shifts in all aspects of life, and how it renews operational models, based on learning, experience and, in some cases, necessity, into the medium and longer term.

3. Renewal programme

- 3.1** The UK and Scottish Governments have adopted phased approaches to easing restrictions imposed in response to the immediate crisis. Although these plans are necessarily without clear timelines, they provide the framework within which public life, society and business will transition to what is often referred to as a 'new normal'.
- 3.2** The Council recognises the profound impact of the pandemic will be long-lasting. Recovery will present challenges and it will not be possible to simply return to pre-pandemic ways of working, nor should that be the default position. There is an opportunity to think differently and to review what services are provided; how they are best delivered, and the operating models used across the organisation, and indeed across the city, to deliver best value and meet stakeholder expectations in a way that is better aligned to need.
- 3.3** This provides the context for the Council's need to develop a programme to support this transition and longer-term renewal, which will be an undertaking of significant scale and impact. This document sets out the vision, objectives, and governance arrangements that will support delivery of the Council's Renewal Programme. It will inform the development of detailed Renewal Plans to chart the activities and milestones required to successfully deliver a phased unlocking, restoration and reform of service provision and operating models across the Council Family.

4. Renewal programme strategic objectives

4.1 As set out in the Strategic Plan 2017 to 2022, the Council's vision is:

To have a world class city with a thriving, inclusive economy where everyone can flourish and benefit from the city's successes.

4.2 This is supported by seven inter-connected priority themes for the city:

1. A Thriving Economy
2. A Vibrant City
3. A Healthier City
4. Excellent and Inclusive Education
5. A Sustainable and Low Carbon City
6. Resilient and Empowered Neighbourhoods
7. A Well Governed City that Listens and Responds

4.3 In 2019, existing commitments and priorities were reviewed – key achievements were noted and those risks and challenges that had emerged since its launch, such as Brexit and climate emergency, were reflected. The impact of COVID-19 will influence the Council's ability to achieve the full extent of the ambitions in the Plan, however, the vision and priority themes continue to provide the structure, vision and direction for the Council, as the foundation of the Renewal Programme.

4.4 The [Glasgow Community Plan](#) and associated [Action Plan](#) set out the vision, focus and priorities of the Community Planning partners as part of an integrated, whole-city approach to how public bodies work together, and with the local community, to build resilience and to plan, resource and secure provision of services which improve local outcomes, with a view to reducing inequalities. The Renewal Programme will work with, and rely upon, these Community Planning structures and plans.

4.5 **The six strategic objectives of the Renewal Programme are:**

4.6 **Objective 1** – to safeguard the health and wellbeing of those who live, work and do business in the city.

4.7 **Objective 2** – to support sustainable economic recovery and social renewal to reduce poverty and inequality in the city.

4.8 **Objective 3** – to enable the gradual resumption of services through provision of a safe working environment and policy interventions to support employees and build organisational resilience.

4.9 **Objective 4** – to collaborate with partners on a whole-city approach to understand need, re-design service models, and empower citizens and communities.

4.10 **Objective 5** – to identify, promote and enable innovation in ways of working and service delivery, particularly through digitisation.

4.11 **Objective 6** – to identify and implement actions that will ensure financial stability for the Council through recovery and renewal.

4.12

Each of these Programme objectives is mapped to the Programme workstreams in **Appendix 1**.

5. Renewal programme principles

5.1 The Renewal Programme will be underpinned by the following eight key principles, that will inform planning and decision making:

5.2 **Principle 1 – Commitment to the Council Vision.**

The vision and strategic priorities in the [Strategic Plan 2017 to 2022](#) continue to apply. These have not changed and are, arguably, more important to a city recovering from the impact of the pandemic. The Council remains committed to the pursuit of inclusive economic growth. Economic recovery and the reduction of poverty and inequality in the city are at the heart of the Renewal Programme however, there will be opportunities, and in some cases, a requirement for, new approaches to how this is pursued and achieved. There may be a need to focus on emerging needs by adding or amending existing deliverables, or through the de/acceleration of initiatives and activities; through new ways of service planning and delivery, and innovation.

5.3 **Principle 2 - Flexibility and responsiveness is key.**

As the situation evolves, it must be recognised that the public health threat posed by COVID-19 remains present and the Renewal Programme, or parts thereof, may have to act swiftly to respond to changing circumstances, emerging threats and Government guidance. This may present a need to 'pause' or even retreat to previous phases to ensure an effective response to a dynamic situation.

5.4 **Principle 3 – Long-term phased approach.**

A clear, phased approach will be taken to Renewal that will be led by Government guidance. Wherever possible, the progression through phases will be managed through a Gateway Review process intended to provide assurance on readiness for progression, financial viability, reflection and lessons learned, and a clear plan for the phase ahead. Further information on initial phasing is shown at section 7.

5.5 Principle 4 – Sequencing and control.

The sequencing of unlocking and renewing services may differ from the retraction of services experienced as part of the Council's response. The re-introduction of existing, or the implementation of service reforms, will be controlled, co-ordinated and intelligence-led, based on service criticality, risk assessment, financial sustainability of approach, a measured approach to ensure dependencies and consequences of actions are understood, proportionate and implemented at an agreed, manageable pace.

5.6 Principle 5 – Stakeholder engagement.

The Council is committed to ensuring relevant, inclusive and timely stakeholder engagement throughout the Renewal Programme. This will ensure stakeholders are aware of, understand and have an opportunity to influence the decisions taken, particularly where they are affected by those decisions. In keeping with the Council's commitment to transparency and accountability, this will facilitate an understanding of what is valued, required and desired by citizens, the workforce and partner agencies, so that this can be factored into service re-introduction and the introduction of any changes to service planning and delivery.

5.7 Principle 6 – Opportunities and innovation.

The Renewal Programme will capitalise on the innovation and responsiveness to change that underpinned the Council's response phase. The Council will review the changes made to date and, where supported by data and evidence, strive to embed those that have been successful for the long-term benefit of citizens, staff and the city and realisation of the Strategic Plan. Where opportunities or partnerships are presented to renew approaches to ways of working that do not add value or hinder effective and efficient service delivery, these will be considered. The Programme will seek to maximise the opportunities to embed new technology to advance digital leadership and inclusivity, ensuring financially sustainable service delivery models that are based on the needs of the city rather than the Council.

5.8 Principle 7 – Wellbeing.

The safeguarding of citizen and staff health and safety, wellbeing and resilience is central to the Renewal Programme. The Council is committed to maintaining a safe environment for service users and staff and will ensure appropriate support is, and continues to be, available.

5.9 Principle 8 – Whole city approach.

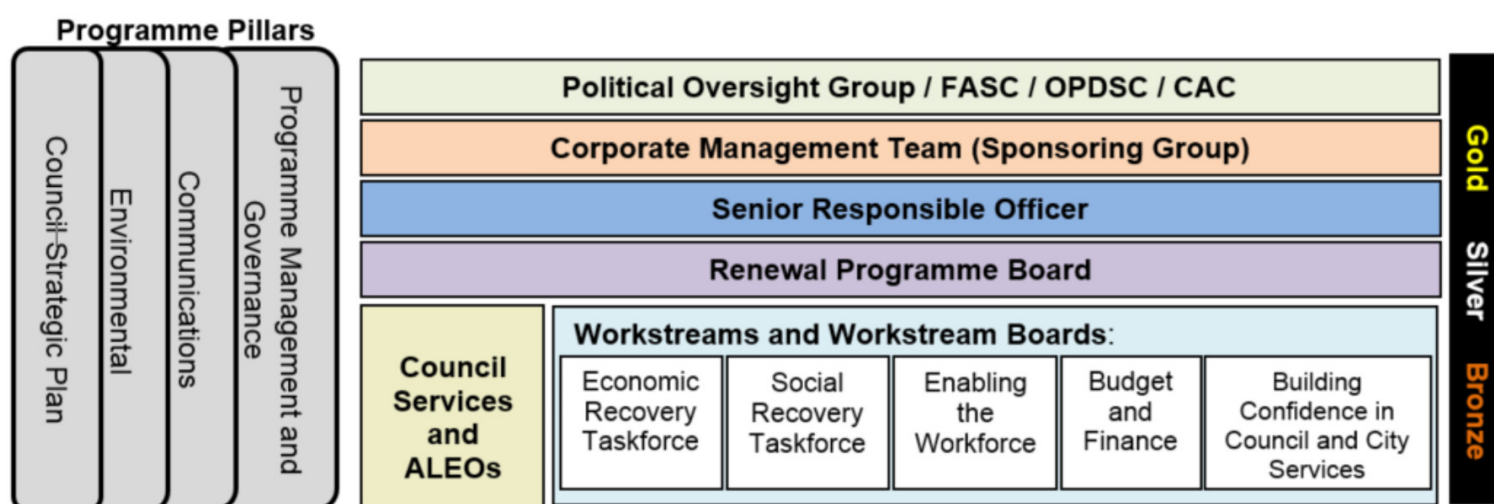
The Council recognises the importance of collaboration and a whole-city approach to renewal and is committed to working with city partners and communities to ensure that services are informed, designed and delivered by those best placed to do so.

6. Programme Governance

- 6.1** The criticality and magnitude of the Renewal Programme requires a robust governance framework to ensure:
- clarity of approach, structures and roles and responsibilities;
 - clear accountabilities;
 - transparent, robust and timely decision making;
 - appropriate political and officer leadership, oversight and scrutiny, and
 - the consistent application of recognised programme management methodologies that provides for the management of risk, issues, dependencies and escalation and reporting.

6.2 The Renewal Programme structure is shown at Illustration 2 and each element is considered in more detail throughout this section. The need for continuity and stability of the programme structure is recognised however, the membership of various groups will be kept under review and additional skills and expertise may be engaged, as required.

Illustration 2: Renewal Programme Structure:



6.3 Elected Members/political oversight

6.3.1 Elected members will provide relevant political approvals, oversight and scrutiny of the Programme. This will be fulfilled through:

- requests for relevant approvals to the City Administration Committee, in line with the Council's Scheme of Delegated Functions;
- establishment of a Renewal Oversight Group, chaired by the Leader of the Council and attended by representatives of each political group and senior officers to provide updates on planning and preparations and emerging matters;
- scheduled thematic updates to the Operational Performance and Scrutiny Committee which will include progress updates on renewal plans within Services and ALEOs;
- updates to the Finance and Audit Scrutiny Committee as part of the routine monitoring of the Council's financial performance, and
- use of the COVID-19 Members Liaison Unit within the Chief Executive's Office as a central point for the administration of Elected Member queries.

6.4 Sponsoring Group - Corporate Management Team (CMT)

The CMT, chaired by the Chief Executive, is an existing Council structure that will act as the Renewal Programme Sponsoring Group. It will meet on a two-weekly basis and the Renewal Programme will be a standing item on the CMT agenda – with a verbal update to each meeting and a formal Programme Status Report to every second meeting.

6.4.1 The Sponsoring Group is responsible for:

- defining the need for, and direction of, the Programme;
- providing organisational context to the Programme;
- approving the Programme Strategy and Governance Framework, and any subsequent material changes;
- ensuring the alignment of Programme objectives to those of the Council, and other major programmes;
- approving Gateway Reviews and the progression through programme phases;
- resolving strategic and directional issues between the Renewal and other major programmes, and
- appointing, supporting and advising the Senior Responsible Officer (SRO).

6.5 Senior Responsible Officer (SRO)

6.5.1 The SRO will be Martin Booth, Executive Director of Financial Services. The SRO is accountable for the success of the Renewal Programme in meeting its objectives and for leading the Programme.

6.5.2 The SRO is accountable to the Sponsoring Group and to Elected Members.

6.5.3 The responsibilities of the SRO are to:

- create and communicate the Programme vision and objectives;
- ensure that the Renewal Programme meets its objectives and delivers the projected outcomes;
- establish and own the Renewal Programme Strategy;
- establish, own and ensure the effectiveness of the Renewal Programme organisation and governance structure;
- ensure that the Renewal Programme is subject to review at appropriate gateway stages;
- monitor and assist resolution of Programme-level issues;
- monitor strategic risks facing the Programme
- monitor and control Programme delivery;
- ensure required resources are available for Programme planning and delivery;
- ensure formal Renewal Programme lessons learned, evaluation and closure activities are undertaken, and
- establish, chair and ensure the effectiveness of the Renewal Programme Board.

6.6 Renewal Programme Board (RPB)

- 6.6.1**
- The members of the RPB will be:
 - Martin Booth, Executive Director of Financial Services and Programme SRO (Chair)
 - Carole Forrest, Director of Governance and Solicitor to the Council;
 - Anne Connolly, Strategic Advisor to the Chief Executive;
 - Colin Edgar, Head of Communication and Strategic Partnerships;
 - Laura Heggie, Head of Compliance, and
 - Eileen Marshall, Director, NS.

6.6.2 To be quorate, three of the Board members must be in attendance.

6.6.3 The Board will be attended by:

- each of the workstream leads;
- Service/ALEO Renewal leads;
- Corporate Governance as Programme Management Office (PMO), and
- other officers, by invitation.

6.6.4

Initially, meetings will be held on a fortnightly basis, by video or teleconference. Agendas and papers will be provided in advance, circulated by the PMO. Decisions and actions will be logged by the PMO.

The responsibilities of the RPB are to:

- support the SRO in leading and controlling the Programme;
- provide visible leadership and commitment to the Renewal Programme against the programme objectives;
- plan and design the Renewal Programme and monitor its overall progress against the Programme objectives;
- agree Workstream Terms of Reference and Local Renewal Plans;
- co-ordinate workstreams and activities across the Programme;
- ensure identification and management of interdependencies across workstreams;
- encourage openness, flows of information and communication with stakeholders;
- monitor progress of the overall programme and individual workstreams;
- ensure compliance with the Renewal Strategy and Governance Framework;
- manage risks and issues escalated from individual workstreams;
- monitor and manage Programme-level risks and issues;
- monitor the Renewal Programme expenditure and financial impacts, and
- implement and confirm successful delivery of gateway reviews; lessons learned, evaluations and activities.

6.7 Workstreams

6.7.1 The Programme consists of five workstreams, each led by a senior Council officer. There are clear linkages and dependencies across these workstreams hence the need for a robust programme management approach to co-ordinate, support and harness the impact of such an inter-related model.

WORKSTREAM	WORKSTREAM LEAD
Economic Recovery Taskforce	Kevin Rush, Director of Regional Economic Growth
Social Recovery Taskforce	Bernadette Monaghan, Director of Community Empowerment Services
Budget and Finance	Morag Johnston, Director of Financial and Business Services
Building Confidence in Council and City Services	Lynda Campbell, Head of Business and Strategy, Glasgow Life
Enabling the Workforce: <ul style="list-style-type: none"> • Workplace • Workforce • Data and digital • Service Improvement 	Ian Robertson, Director of Property and Land Service Robert Anderson, Head of HR John Lyle, Head of Strategic Innovation and Technology John Sherry, Transformation Manager

6.7.2

The responsibilities of the **Workstream Lead** are to:

- establish workstream objectives that are aligned to the overall Renewal Programme objectives;
- ensure delivery, on behalf of the SRO, of their Renewal Programme workstream objectives;
- ensure the workstream is appropriately structured, resourced, governed and operating effectively to deliver agreed objectives;
- ensure compliance with the Renewal Programme Strategy and Governance Framework;
- ensure collaboration and engagement with other workstreams across the Renewal Programme;
- resolve workstream issues and initiate corrective action, or escalate to the Renewal Programme Board, as required, and
- ensure identification and management of dependencies on other workstreams.

6.7.3 Each of the five workstreams has a Terms of Reference, setting out the purpose, objectives and membership. Further details can be found in **Appendix 2**.

6.7.4 Workstreams will make use of appropriate sub-groups, as required, and Workstream Boards, chaired by the Workstream Lead, will be established to co-ordinate activities and monitor progress. Meetings will be aligned to the timetable of the Renewal Programme Board, taking place in the week prior. Where possible, suitable existing structures and forums should be used as the Workstream Board.

6.7.5 Workstream Boards have responsibility for the effective planning and delivery of workstream objectives, deliverables and outcomes. A key element of that will be the identification and management of workstream risks, issues and dependencies with other workstreams and escalation of these to the Renewal Programme Board, as required.

6.8 Pillars

6.8.1 Supporting each of the five workstreams, and the overall Programme, are four pillars. These pillars are cross-cutting and underpin the functional objectives of each individual workstream.

PILLAR	PILLAR LEAD
Programme Management and Governance	Laura Heggie, Head of Compliance
Strategic Plan	Anne Connolly, Strategic Advisor to the Chief Executive
Communications	Colin Edgar, Head of Communication and Strategic Partnership and Gillian Burke, Public Relations Officer
Environmental	Eileen Marshall, Director, Neighbourhoods and Sustainability

6.9 Strategic Plan

- 6.9.1** As stated at paragraph 5.2, the vision and outcomes within the Council's Strategic Plan 2017 to 2022 continue to hold true. The Council Family's response to the pandemic and the changed and emerging needs its presents will have a bearing on the current Strategic Plan. The work of the Renewal Programme is also likely to influence the development of the next Plan, beyond 2022.

6.10 Communication

- 6.10.1**
- Co-ordinated, integrated and timely communication will be critical:
 - across the Programme and its workstreams;
 - between the Programme and Services/ALEOs;
 - between the Programme and other corporate initiatives across the Council Family, and
 - across the Programme and external partners, businesses, citizens, staff and elected members.
- 6.10.2** A strategic level Renewal Programme Communication Plan will be developed to ensure consistency in communication planning and messaging throughout workstreams, Services and ALEOs. It will articulate the Council's strategic renewal plan to build a better understanding, acceptance and buy-in amongst defined audiences. The aim is to provide reassurance to audiences about the measures being taken to reduce risk of virus spread to allow them to go about their daily lives with a degree of normality and build confidence in the renewal process by being open and transparent and entering into dialogue with stakeholders about plans.
- 6.10.3** Communications officers will be embedded within each of the Programme workstreams and will use existing and form new sub-groups to make sure Council Family communications functions are brought together.

6.11 Environmental

- 6.11.1** An Environmental Thematic Group will assist workstreams in identifying environmental considerations that support existing Council strategy and Renewal Programme ambitions. It will undertake reviews of options, actions, policy revisions and new policies. This will be facilitated by a member of the Environmental Thematic Group attending relevant workstream meetings to ensure integration and alignment to existing business as usual structures and initiatives, such as the Sustainable Glasgow Partnership and the Climate Emergency Working Group.

6.12 Programme Management and Governance

- 6.12.1** The Renewal Programme will be subject to the Council's programme management methodology and governance arrangements. The Corporate Governance Team will provide a central Programme Management Office (PMO) function to:
- service the Renewal Programme Board, including supporting the Chair with the management of meetings and agendas, secretariat etc.;
 - support workstreams' compliance with the Programme governance arrangements and the Governance Toolkit set out at Appendix 2;
 - maintain and report the Programme Risk and Issues Registers;
 - co-ordinate and support resolution of dependencies across workstreams;
 - co-ordinate planning and delivery of workstream activities;
 - provide governance and programme management advice and support to workstreams.
 - track the issue of Government guidance and legislation to ensure compliance across the Programme;
 - ensure robust configuration management and control of programme documentation;
 - facilitate lessons learned, Gateway Review and evaluation processes.

6.13 Risk Management

- 6.13.1** The management of risk will be a crucial and constant factor in the development and implementation the Renewal Programme. A Renewal Programme Risk Register will be maintained by the PMO and reported to the Renewal Programme Board as a standing agenda item and will comply with the requirements of the Council's [Risk Management Policy and Framework](#).

6.13.2 Each workstream will be required to maintain a Risk Register. This will be a standing agenda item at each workstream meeting and will be reported to the PMO.

6.13.3 Where appropriate, risks will also be added to Service and ALEO Risk Registers, as well as the Council's Corporate Risk Register, which is reported to the Finance and Audit Scrutiny Committee every six months.

6.14 Issue Management

6.14.1 Similarly, robust management of issues is crucial to the success of the Programme. Each workstream will be required to maintain an Issues Register to document matters that are affecting progress and/or require escalation. This will be a standing agenda item at each workstream meeting and will be reported to the PMO.

6.14.2 The Programme Issues Register will be reported to the Renewal Programme Board as a standing agenda item.

6.15 Dependency Management

6.15.1 One of main elements of programme control will relate to the management of dependencies across workstreams i.e. how does each workstream interact with and depend on others for the delivery of its objectives. This can be an area of uncertainty, and therefore risk to the Programme and requires careful management.

6.15.2 Dependencies will be managed within the Programme governance structure: each workstream will maintain a Dependency Register, which will be standing agenda item at workstream meetings and will be available to the PMO to inform reports to the Renewal Programme Board.

6.15.3 Where dependencies arise that are out with the programme boundary i.e. dependencies on other major programmes or projects of the Council, or those that extend beyond the Council Family, these will be managed through the SRO and CMT, as the Sponsoring Group.

6.16 Reporting and Escalation

- 6.16.1** Each workstream will be required to prepare, approve and submit a Workstream Status Update to the PMO on a four-weekly basis. This will be used to inform the Programme Status Report that will be presented to the Renewal Programme Board. This, in turn, will be the basis of reports to the CMT, as Sponsoring Group.
- 6.16.2** Workstream Status Updates will identify any matters for escalation or decision making.
- 6.16.3** A suite of governance templates for use by workstreams is attached at **Appendix 2**.

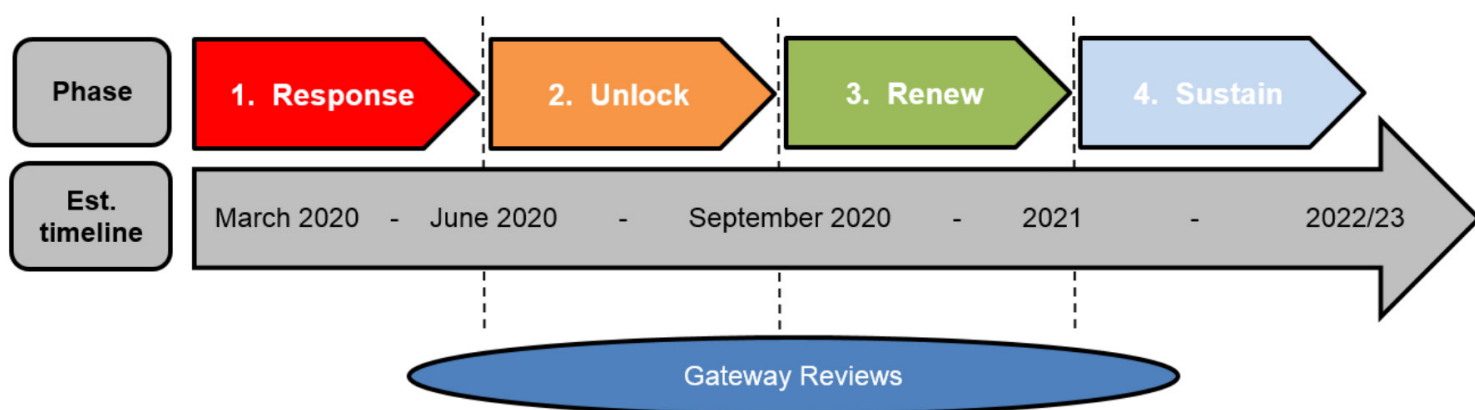
6.17 Lessons Learned and Gateway Reviews

- 6.17.1** As the Council Family transitions from current restrictions to plan for renewal, capturing and acting upon the experiences and lessons learned from the Response phase is crucial. Services/ALEOs have been asked to maintain a Lessons Learned Log on an ongoing basis. The first analysis of these Logs has been undertaken and a report will be circulated by the end of June 2020.
- 6.17.2** These lessons learned reports will show the themes, opportunities, and possible challenges to Programme delivery and will also be key to informing the Council Family's response arrangements, should there be a re-emergence and spike in infection rates that requires further restrictions to be imposed.
- 6.17.3** At the end of each Phase, or at times deemed appropriate by the Programme Renewal Board, a Lessons Learned Report should be compiled. This will be facilitated by the PMO who will also provide support and templates.
- 6.17.4** In line with the Programme principles, at the end of each Phase, a formal Gateway Review process will be conducted and reported to CMT, as Sponsoring Group. CMT will decide whether it appropriate for the Renewal Programme to progress to the next Phase, with reference to:
- lessons learned in the current Phase;
 - progress to date with delivery of Renewal Plans;
 - continued justification and purpose of the Programme, and
 - clarity of the scope and planning in place for the delivery of the next Phase.

7. High-level, emerging renewal programme plan

- 7.1** In line with the key Renewal principles set out at section 5, the Council will take a long-term, phased approach to recovery and renewal. There will be four broad phases: response, unlock, renew and sustain, as shown in Illustration 3.

Illustration 3: Phased approach to renewal:



- 7.2** At this point, the timescales shown are indicative for planning purposes and will change as the situation evolves and further Government guidance is received.

- 7.3** The Scottish Government's [COVID-19: framework for decision making - Scotland's route map through and out of the crisis](#) sets out the characteristics of each of the four phases to easing restrictions and emerging from the pandemic. Illustration 4 maps these characteristics to the four phases of the Renewal Programme and shows the early planning and activity associated with each.

CHARACTERISTICS OF SCOTTISH GOVERNMENT ROUTE MAP	RENEWAL PROGRAMME PHASING	RENEWAL PROGRAMME PLANNING/ACTIVITY
<p>Phase 1:</p> <ul style="list-style-type: none"> Lockdown in place with individuals shielding and physical distancing Full restrictions on movement with only essential travel allowed Remote working is default position All non-urgent services stopped and capacity focused on COVID-19 response and critical services and functions e.g. school hubs for critical childcare for key workers and vulnerable children Closure of non-essential businesses across the city and provision of financial support Support provided to Shielding and Shielding Plus groups Test and Protect introduced with support provided to individuals self-isolating 	<p>Phase 1: Response (March to June 2020)</p>	<ul style="list-style-type: none"> Crisis response with focus on priority critical services and functions and short-term needs Temporary service suspensions Enable home working and extensive technical deployments Mobilise staff volunteer programme Respond to additional demands e.g. Shielding Commence renewal planning Draft Renewal Programme Strategy and initial plan Implement Renewal governance structures Stand down emergency response command structures Lessons learned from response phase Services and ALEOs to undertake a stocktake of current situation for staff and services – service delivery changes, redeployments, absences, wellbeing and transition requirements to understand and document the changes introduced to services, the positive and negative impact and opportunities Assess changed and potential future service demands Renewal workstreams draft Terms of Reference Gateway Review

CHARACTERISTICS OF SCOTTISH GOVERNMENT ROUTE MAP	RENEWAL PROGRAMME PHASING	RENEWAL PROGRAMME PLANNING/ACTIVITY
<p>Phase 2:</p> <ul style="list-style-type: none"> Gradual easing of lockdown restrictions Physical distancing remains in place Continued support to those required to maintain shielding status (awaiting Government guidance) Test and Protect operational with support to those self-isolating Remote working remains default position for those who can. Where businesses / workplaces are reopening, staggered starts / flexible working patterns are encouraged Non-essential, non-office based workplaces e.g. factories, labs etc. resume and small retail outlets open, with physical distancing Pubs and restaurants can open outdoor space with physical distancing and hygiene practices Construction sector to implement remaining stages of phased return Further scaling up of public services where safe to do so Allow marriages and other ceremonies with minimal attendees 	<p>Phase 2: Unlock (June to August 2020)</p>	<ul style="list-style-type: none"> Approval of Renewal Programme Strategy Approval of workstream Terms of Reference Submission of first iteration Renewal Plans to inform workstream activity and prioritisation Plan and begin phased re-introduction of services, functions and programmes/projects Minimal re-occupation of the estate with physical distancing, staggered timing, rotas and enhanced cleaning regimes Management of backlogs Volunteers increasingly return to substantive posts Identify sustainable model for ongoing delivery of support to shielders and those self-isolating under Test and Protect Ongoing development and delivery of detailed workstream Renewal Plans Consider opportunities to continue / stop/reform services Renewal Working Group operational and workstream meetings started Service and ALEO renewal planning (consider re-start prioritisation, timescales/order, dependencies, support requirements/ and risks) to feed into Renewal workstreams Involvement of key stakeholders in planning Focus on ensuring workplaces and buildings are fit for purpose to enable staff to return to work where required and the safety of service users is secured Begin communication required to staff and the public about re-starting service provision and any changes in how services are to be delivered Renewal Programme reporting and scrutiny Gateway review

CHARACTERISTICS OF SCOTTISH GOVERNMENT ROUTE MAP	RENEWAL PROGRAMME PHASING	RENEWAL PROGRAMME PLANNING/ACTIVITY
<p>Phase 3:</p> <ul style="list-style-type: none"> Signs of resurgence closely monitored Further reduction in lockdown conditions Physical distancing remains in place, with many work places already adapted, with physical distancing the norm Continued support to those required to maintain shielding status (awaiting Government guidance) Test and Protect operational with support to citizens self-isolating Remote working remains default position for those who can. Where workplaces reopening, staggered starts/ flexible working patterns encouraged Schools re-opening with blended model, impacting on staff availability to work – opening 11 August 2020 Childcare providers to re-open with priority to key workers, ELC entitlement and vulnerable families Non-essential indoor offices re-open, pubs and restaurants can open indoor spaces, with physical distancing Cultural and sporting venues can re-open with physical distancing and hygiene measures Live events permitted with restricted numbers and physical distancing Further scaling up of public services where safe to do so Resumption of justice system processes and 	<p>Phase 3: Renew (September to 2021)</p>	<ul style="list-style-type: none"> Monitor impact of (multiple) staff self-isolations from Test and Protect Delivery of operational renewal plans Continued reestablishment of services /team structures Monitor and review of Unlock activity (what's working/what's not, are further modifications required?) Consider how sustainable existing and new ways of working are Manage the effects of backlogs and the return of demand from interrupted services Close attention to the ongoing support and development requirements of staff Review Strategic Plan and priorities, including land and property estate and use of buildings Gateway review

CHARACTERISTICS OF SCOTTISH GOVERNMENT ROUTE MAP	RENEWAL PROGRAMME PHASING	RENEWAL PROGRAMME PLANNING/ACTIVITY
<p>Phase 4:</p> <ul style="list-style-type: none"> Virus no longer considered a significant threat to public health Physical distancing requirements to be updated on scientific advice Schools and childcare provision operating with necessary precautions Remote and flexible working remains encouraged – all workplaces open with improved hygiene Further relaxation of restrictions on live events Public services operating fully, with changes and modifications to service design, including increased use of digital services 	<p>Phase 4: Sustain (September to 2021)</p>	<ul style="list-style-type: none"> Changes embedded Continuous improvement Sustainability of services Possible staff will no longer be required to Shield Monitor lower potential for (multiple) staff self-isolations from Test and Protect Continued reestablishment of services/team structures Different service portfolio Gradual establishment of “normal” staff deployment and service delivery arrangements Programme update report including costs, lessons learned, successes, staff acknowledgements and plan to stand down Renewal Programme and embed as BAU It is not possible at this stage to be clear on when this will occur and exactly what “normal” will look like. Review the longer term effects of the pandemic, including psychic trauma, mental illness and burnout amongst staff Develop transition to BAU plan Final lessons learned and programme evaluation

8. Renewal plans

8.1

The Council Family will be asked to consider how it responded to the crisis and the impact of, and opportunities presented by, that response. For each change made to service delivery, Services and ALEOs will propose one of the following actions:

1. **Re-start BAU** - initiate a return to service provision as it was delivered prior to the outbreak of COVID-19 i.e. the 'as-was'.
2. **Retain the current service models** - if assessment, driven by data and feedback from stakeholders, suggests it is working and is feasible, or if national guidance requires it, continue with the current approach, including any changes implemented as part of response.
3. **Adapt the current service models** - following review, and based on feedback and data, make any necessary adaptations to the current service models to reflect the changing needs or demands on the service, or where the initial response cannot be sustained longer term.
4. **Consider cessation of service** - at an appropriate and agreed point in time the current service models should stop.
5. **Consider new services** – explore additional services, based on feedback and data.
6. **Postpone decision** - as a result of dependencies, e.g. finance or staffing, suspend any decision on the appropriate response until further information is available.

8.2

The results of this exercise will form Renewal Plans and will present dependencies and the need for collaboration and decisions. These will be factored into the workstreams to ensure that dependencies are raised and managed to allow service delivery to progress in the most efficient manner and to allow prioritisation of activities in the Unlock and Renew Phases. Service continuity and delivery will be subject to prioritisation based on criticality and financial sustainability.

8.3

At the time of writing, these Renewal Plans are in development. These will inform the focus of the five workstreams and the key activities and milestones at a Programme-level. All of these plans will remain flexible and responsive.

9. SWOT analysis

- 9.1** Effective planning and delivery of the Renewal Programme will be influenced by the factors listed in the SWOT Analysis at Illustration 5.

Illustration 5: SWOT Analysis

STRENGTHS <ul style="list-style-type: none">• Track record of delivering major programmes• Commitment and flexibility of staff• Appetite to use the opportunity to take stock and innovate• Existing relationships and structures with citizens and partners• Experience and lessons from Response phase	OPPORTUNITIES <ul style="list-style-type: none">• Take stock of what the Council does and how it does it• Innovation and automation• Refreshed service delivery models• Data and evidence based decisions• Relationship with Community Planning partners• Collaboration and advancement of city vision and whole city approach
WEAKNESSES <ul style="list-style-type: none">• Increased reliance on the state / Council by some vulnerable groups• Existing and emerging poverty and inequalities across the city• Capacity / anticipation of further potential staff isolations through Test and Protect• Areas of significant backlog• Reliance on volunteers and return to core roles	THREATS/ UNCERTAINTIES <ul style="list-style-type: none">• Continued threat from the pandemic – potential ‘second wave’• Industrial relations• Public acceptance• Budget and funding• Brexit• Rise in cyber-crime and fraud• Availability of ICT, at scale, to support new ways of working• Equal Pay and Pay and Grading• Varying pace (locally, nationally)

10. Equalities

- 10.1** The Council recognises that most policies, projects and reforms have wider impacts beyond their intended outcomes, and may also impact differentially on different groups in the population. The Equality Act 2010 introduced a new public sector equality duty which requires public authorities to try and eliminate discrimination; promote equality and good relations across a range of protected characteristics.
- 10.2** **Equality Impact Assessments (EqIA)** is a method for assessing the effects or impacts of a Council policy or function on removing barriers to equality and avoid unintentional negative effects on groups of citizens. EqIA is one way to ensure public policies meet these legal requirements and ensure that decision makers are fully informed, at a formative stage in the decision making process.
- 10.3** The Council will continue to consider the equality and human rights impacts of decisions arising from the Renewal Programme, relating to any changes to existing services, or introduction of new services. EqIA will be carried out where appropriate, and the knowledge and experience of relevant stakeholders and subject matter experts will be utilised to inform the decisions taken.

Appendix 1

Mapping of programme objectives to workstreams

PROGRAMME OBJECTIVE	RELATED WORKSTREAM/ PILLAR	WORKSTREAM OBJECTIVES
<ul style="list-style-type: none"> Objective 2 – to support sustainable economic recovery and social renewal to reduce poverty and inequality. Objective 4 – to collaborate with partners on a whole-city approach to understand need, re-design service models, and empower citizens and communities. 	Economic Recovery Taskforce	
<ul style="list-style-type: none"> Objective 1 – to safeguard the health and wellbeing of those who live, work and do business in the city. Objective 4 – to collaborate with partners on a whole-city approach to understand need, re-design service models, and empower citizens and communities. 	Social Recovery Taskforce	<ul style="list-style-type: none"> To re-focus the influence and resources of existing Community Planning members and partners. To provide leadership and direction and define and co-ordinate activity to be taken forward by all Community Planning partners. To create a shared vision that will drive the city's response in relation to a broad range of themes. To lead the collective city-wide response to the lessons learned and issues highlighted by the pandemic. To promote and champion the social recovery agenda. To assign thematic work to appropriate existing CPP structures which will in turn take responsibility for producing recommendations for action and reporting on progress to the Taskforce.
<ul style="list-style-type: none"> Objective 6 – to identify and implement actions that will ensure financial stability for the Council through recovery and renewal. 	Budget and Finance	<ul style="list-style-type: none"> To identify and implement actions that will ensure financial stability for the Council during the period of 'unlocking' (assumed rest of 2020-21) and Renewal (from 2021-22 onwards) phase.

PROGRAMME OBJECTIVE	RELATED WORKSTREAM/ PILLAR	WORKSTREAM OBJECTIVES
<ul style="list-style-type: none"> Objective 4 – to collaborate with partners on a whole-city approach to understand need, re-design service models, and empower citizens and communities. Objective 3 – to enable the gradual resumption of services through provision of a safe working environment and policy interventions to support employees and build organisational resilience. 	Building Confidence in Council and City Services	<ul style="list-style-type: none"> To ensure that Council Services/ALEOs build confidence in their areas of service delivery with all stakeholder groups: staff, service users, citizens and visitors to the city, as well as partner organisations and Elected Members. To enable delivery of the Council's Renewal Programme Strategy. To assess Council Family Local Renewal Plans to identify common themes relating to confidence, which will require a corporate solution.
<ul style="list-style-type: none"> Objective 1 – to safeguard the health and wellbeing of those who live, work and do business in the city. Objective 3 – to enable the gradual resumption of services through provision of a safe working environment and policy interventions to support employees and build organisational resilience. Objective 5 – to identify, promote and enable innovation in ways of working and service delivery, particularly through digitisation. 	Enabling the Workforce - Workforce	<ul style="list-style-type: none"> To plan in the short-term for the winding down/partial continuation of the special HR measures to support employees throughout the COVID-19 emergency and reactivate normal HR processes. To plan and implement specific HR and policy interventions that will support employee return to work under 'new normal' conditions. Via Service HR, to support, develop and assist in the implementation of service reform proposals designed to support the emergence of the 'new normal'.

PROGRAMME OBJECTIVE	RELATED WORKSTREAM/ PILLAR	WORKSTREAM OBJECTIVES
<ul style="list-style-type: none"> Objective 1 – to safeguard the health and wellbeing of those who live, work and do business in the city. Objective 3 – to enable the gradual resumption of services through provision of a safe working environment and policy interventions to support employees and build organisational resilience. Objective 6 – to identify and implement actions that will ensure financial stability for the Council through recovery and renewal. 	Enabling the Workforce - Workplace	<ul style="list-style-type: none"> To ensure all premises are prepared for phased re-occupancy to ensure that staff and visitors remain safe and their welfare needs are met.
<ul style="list-style-type: none"> Objective 4 – to collaborate with partners on a whole-city approach to understand need, re-design service models, and empower citizens and communities. Objective 5 – to identify, promote and enable innovation in ways of working and service delivery, particularly through digitisation. Objective 6 – to identify and implement actions that will ensure financial stability for the Council through recovery and renewal. 	Enabling the Workforce – Service Improvement	<ul style="list-style-type: none"> To capture the learning from crisis response innovations to identify challenges, barriers, solutions found and issues addressed. To understand the service changes required to contribute to the delivery of longer term Renewal, driven by vision and outcomes of both the Social Recovery and the Economic Recovery Taskforces. To use positive disruption to support services to bring to life their insights and aspirations for improvement and fundamental change. To support the Programme workstreams to ensure that best use of the Council's workforce, workplaces, data and digital as cornerstones to change. To understand and enact required behavioural changes across Council and city stakeholders.

PROGRAMME OBJECTIVE	RELATED WORKSTREAM/ PILLAR	WORKSTREAM OBJECTIVES
<ul style="list-style-type: none"> Objective 5 – to identify, promote and enable innovation in ways of working and service delivery, particularly through digitisation. Objective 3 – to enable the gradual resumption of services through provision of a safe working environment and policy interventions to support employees and build organisational resilience. Objective 6 – to identify and implement actions that will ensure financial stability for the Council through recovery and renewal. 	Enabling the Workforce – Data and Digital	<ul style="list-style-type: none"> To leverage the technology and information/data that the Council has access to for the delivery of short, medium and long term business solutions.
<ul style="list-style-type: none"> Objective 4 – to collaborate with partners on a whole-city approach to understand need, re-design service models, and empower citizens and communities. Objective 3 – to enable the gradual resumption of services through provision of a safe working environment and policy interventions to support employees and build organisational resilience. 	Communications Pillar	<ul style="list-style-type: none"> To create and implement a Renewal Communication Plan in support of Programme delivery. To ensure consistency, coordination and integration of messaging and communications across the Council Family. To support articulation of the Renewal Programme to build understanding, acceptance and buy-in amongst defined audiences including staff, internally. To build confidence in the Renewal process through openness and transparency, including dialogue with stakeholders. To provide reassurance to audiences about the measures taken to reduce the risk of virus spread to allow them to go about their daily lives with a degree of normality.
<ul style="list-style-type: none"> Objective 6 – to identify and implement actions that will ensure financial stability for the Council through recovery and renewal. 	Budget and Finance	<ul style="list-style-type: none"> To identify and implement actions that will ensure financial stability for the Council during the period of 'unlocking' (assumed rest of 2020-21) and Renewal (from 2021-22 onwards) phase.

Appendix 2

Terms of reference

**GLASGOW CITY COUNCIL
RENEWAL PROGRAMME STRATEGY AND GOVERNANCE FRAMEWORK**

APPENDIX 2 – TERMS OF REFERENCE

WORKSTREAM: SOCIAL RECOVERY TASKFORCE

1. CONTEXT

- 1.1 The Social Recovery Taskforce is a vital component of the Council's Renewal Programme. It is proposed that the Strategic Partnership of the Glasgow Community Planning Partnership becomes the Social Recovery Taskforce. As the Strategic Partnership is not part of the Council's formal decision making structures, it can agree to become the Social Recovery Taskforce. Given the current circumstances, it is important to convene an initial meeting as soon as possible, with at least a small group of key members to review and agree the draft Terms of Reference, themes and thematic groups, priorities for action and additional members.
- 1.2 The Strategic Partnership can also agree to expand its membership and seek nominations from other bodies as appropriate. Any formal appointments required from the Council could be made by the City Administration Committee, retrospectively if necessary.
- 1.3 This is a timely opportunity refocus the influence and resources of existing members and partners in order to ensure strategic leadership and direction to address the societal impact of the Coronavirus.
- 1.4 It is appropriate that the Social Recovery Taskforce is located within Community Planning: Community Planning is essentially how public bodies work together and with the local community to plan for, resource and provide or secure the provision of, services which improve local outcomes with a view to reducing inequalities. The proposal for a Social Recovery Taskforce dovetails neatly with the existing Terms of Reference of the Strategic Partnership, as set out in The GCPP Governance Framework which was last updated in December 2019:
- To produce a Community Plan that describes the shared long term vision for Glasgow and how it will be achieved
 - To produce locality plans that describe the shared long term vision for areas disadvantaged by inequalities in socio-economic terms and how it will be achieved
 - To report and seek views on progress towards the vision for Glasgow on an annual basis
 - To monitor progress and amend plans as required
 - To agree and develop structures for Community Planning at local level
 - To establish clear linkages between the various levels of Community Planning and other relevant structures within the city
 - To explore and maximise opportunities for joint working and promote the development of integrated services
 - To establish effective mechanisms for community engagement with a view to enabling communities to participate in Community Planning structures and to service design and delivery
 - To establish effective mechanisms for third sector engagement with a view to enabling third sector organisations to participate in Community Planning structures in the city

WORKSTREAM: SOCIAL RECOVERY TASKFORCE (cont.)

- 1.5 A number of structures are already in place to support the delivery of effective Community Planning in Glasgow and it is proposed that these existing structures will support the work of the Taskforce as thematic hubs / groups, leading on particular priorities as directed by the Taskforce and as appropriate to their current focus and areas of responsibility and expertise.
- 1.6 In addition, it is envisaged that the work being taken forward by the Poverty Leadership Panel would fold into the Taskforce, given the disproportionate impact of COVID19 on people and communities already experiencing poverty and inequality.

2. PROPOSED PURPOSE OF THE TASKFORCE

- 2.1 The Taskforce will provide leadership and direction, responsible for defining and co-ordinating activity, which is then taken forward by all partners and continues to address the societal impact of the Coronavirus beyond the recovery phase.
- 2.2 The Taskforce will set out a shared vision that will drive the city's response in relation to a broad range of themes. Such themes were discussed by the Community Planning Partnership's Executive Group on 20 May and will be collated to inform discussion of the priorities of the Taskforce.
- 2.3 Concerns expressed by partners include, but are not limited to, the following:
- Youth transitions and opportunities for young people leaving school that are radically altered
 - Schools recovery
 - Increase in unemployment
 - Volume of benefits claims since March with further increases expected as the furlough payments from Government decrease
 - Uncertainty of funding for the third sector to continue to support vulnerable people and communities after June 2020
 - Business recovery and inclusive growth
 - Adapting the workplace and reduced productivity
 - Use of technology and planning for a different way of service delivery in the future
 - Digital inclusion and access for equalities groups including people with disabilities
 - Older people and home visits
 - Social distancing on public transport
 - An increase in crime and public nuisance calls
 - Increasing cases of domestic violence and child abuse
 - Increasing isolation, loneliness, anxiety and stress amongst vulnerable groups of people
 - Anticipated greater demand for mental health services
 - Building on the protective impact of volunteering and the huge response to the call for people to volunteer during the pandemic
 - The need for communities to have a clear voice in the design and delivery of recovery approaches
- 2.4 As one partner described it at the Executive Group, COVID -19 has "supercharged" inequalities, with issues of poverty and mental health very much to the fore.

WORKSTREAM: SOCIAL RECOVERY TASKFORCE (cont.)

- 2.5 This is also reinforced by two new reports presented to the Public Health Oversight Board which reconvened on 27 May 2020. These provide a useful evidence base for the Social Recovery Taskforce in setting priorities and directing the city's response through existing structures and thematic groups:

- Harkins C. Supporting community recovery and resilience in response to the COVID-19 pandemic – a rapid review of evidence. Glasgow; GCPH 2020.
- Responding to Mental Health Impacts of the COVID -19 Pandemic in Glasgow City. Dr Trevor Lakey, Health Improvement and Inequalities Manager – Mental Health, Alcohol and Drugs, NHS Greater Glasgow and Clyde

3. RESPONSIBILITY AND REMIT

- 3.1 The Taskforce will be the key locus of partners shared ambitions to address the societal impact of COVID – 19 through recovery and beyond. It will:

- Provide strategic direction and leadership
- Lead the collective city wide response to the lessons learned and issues highlighted by the pandemic
- Promote and champion the social recovery agenda
- Assign thematic work to appropriate existing CPP structures which will in turn take responsibility for producing recommendations for action and reporting on progress to the Taskforce

4. MEETING FORMAT AND MEMBERSHIP

- 4.1 It is proposed that the City Convener for Community Empowerment, Equalities and Human Rights, Cllr Layden, should maintain the position of Chair of the Social Recovery Taskforce in order to ensure the appropriate level of political commitment. Business support will be provided by the Director of Community Empowerment and Equalities and Community Empowerment Services.

- 4.2 It is proposed that the Taskforce meets eight weekly for a period not exceeding two hours. At the first meeting, Taskforce members will focus on discussing the emerging themes and learning from the current situation, agree key priorities for action and which Community Planning structures and key partner organisation(s) will be assigned responsibility for progressing them. Consideration will also be given to establishing additional thematic groups as appropriate, to achieve particular objectives.

- 4.3 Subsequent meetings of the Taskforce will receive update reports on progress from each group. The Taskforce will consider progress, agree recommendations and consider how best to implement such recommendations, including how to achieve formal sign off through city governance processes.

- 4.5 Community engagement and representation will underpin the work of the Taskforce and other Community Planning structures. It will be reflected in the final recommendations for the ongoing Review of Sector and Area Partnerships and the move to new, proactive ways of working, intended to start from autumn 2020. Likewise, the consultation phase which will follow the recent Review of Locality Planning will seek views on social recovery learning and priorities from partners and communities and will ensure that these are reflected in the operational plan for the roll out of locality planning, beyond the Thriving Places Programme, in due course.

WORKSTREAM: BUDGET AND FINANCE

1. WORKSTREAM

Workstream Title:	Budget/Finance
Workstream Lead:	Morag Johnston

2. WORKSTREAM MEMBERSHIP

Name	Service
Financial Management Steering Group (existing)	Senior Finance Officers from all Services and ALEO's

3. WORKSTREAM PURPOSE AND OBJECTIVES

Please set out the purpose and objectives of the workstream – what is it intended to achieve? It is recognised that these may evolve as the programme objectives evolve and all workstreams are scoped. Please capture initial thinking.

Key Objective is to identify and implement actions that will ensure financial stability for the Council during the period of Recovery (assumed rest of 2020-21) and Renewal (from 2021-22 onwards) phase. Financial Stability will allow the Council to deliver the services needed to support the Strategic Plan and this programme's priorities of Economic and Social Renewal.

Financial stability will be achieved by:

- Actions to ensure a balanced budget out-turn for 2020-21 and setting out a Budget Strategy to achieve balanced budgets for 2021-24.
- Identifying opportunities for funding to support investment in Economic and Social Recovery and Renewal maximising the use of external funding.

4. WORKSTREAM STRUCTURE AND SUB-GROUPS

Please set out how the workstream will be structured, including the use of any sub-groups, their membership and remit.

The workstream will function through the already established Financial Management Steering Group, whose members are senior finance officers for each of the Services and ALEO's. It is currently convening on a two weekly basis and the intention would be to have this as a standing item on the agenda. Its current focus is on completion of the statutory accounts for 19-20 and the budget monitoring process for 2020-21.

Where required consideration will be given to using sub-groups of the FMSG membership for specific pieces of work.

WORKSTREAM: BUDGET AND FINANCE (cont.)

5. WORKSTREAM DEPENDENCIES

Please set out early thoughts on where the workstream may have a dependency on others. Please also set out dependencies on resources and other enabling functions for the delivery of the workstream. Recognised that this will continue to evolve.

There are dependencies across all of the workstreams however as financial management is so interdependent on resource management then the workstreams under the heading of Enabling the Workforce are particularly relevant. The use of data to inform decision-making on priorities will be key.

6. WORKSTREAM CONSTRAINTS, ISSUES AND RISKS

Please identify known or potential constraints, issues and/or risks associated with progressing the workstream.

The main External Constraint will be the lack of certainty on the Scottish Government approach to local government funding which is a key driver of stable financial management. This is also the main risk.

There will be competing priorities between the response activity in individual services and ALEOs and supporting the activities of this workstream. These will be kept under review and outputs managed accordingly.

7. ASSUMPTIONS

Please list any assumptions made in the scoping of the workstream.

It is assumed that the normal cycle of Budget Planning will commence from June 2020 in line with past timetables and will dovetail with the Budget/Finance workstream of this programme.

OFFICIAL

WORKSTREAM: BUILDING CONFIDENCE

1. WORKSTREAM

Workstream Title:	Building Confidence in Council and City Services
Workstream Lead:	Lynda Campbell, Head of Business & Strategy, Glasgow Life

2. WORKSTREAM MEMBERSHIP

Name	Service
Lynda Campbell	Glasgow Life
Elaine Lawrie	Glasgow Life
Gillian Burke or Fiona Ross	CED
Representative from all GCC Services and ALEO's involved in recovery planning	

3. WORKSTREAM PURPOSE AND OBJECTIVES

Please set out the purpose and objectives of the workstream – what is it intended to achieve? It is recognised that these may evolve as the programme objectives evolve and all workstreams are scoped. Please capture initial thinking.

- The purpose of this workstream is to ensure that all council services and ALEO's are building confidence in their areas of service delivery with all stakeholder groups: staff, service users, citizens and visitors to the city as well as partner organisations and elected members.
- Building confidence in council and city services will enable the delivery of the Council's Strategic Renewal Plan.
- This workstream will assess the Recovery Plans of all Council Services and ALEO's, identifying common themes of concern, relating to confidence, which will require a corporate solution.
- Communications will be critical for success of this workstream to ensure consistency of message, and a co-ordinated approach to dissemination of information.
- This workstream will be a strategic group working collaboratively to identify and make recommendations for the whole of the Council Family on issues of confidence.
- The suggested lifespan of the workstream is 12 months, but may be reduced depending upon progress through Scottish Government's route map through and out of the crisis where phase 4 has been targeted as the timeline for public services to be in full operation.

4. WORKSTREAM STRUCTURE AND SUB-GROUPS

Please set out how the workstream will be structured, including the use of any sub-groups, their membership and remit.

- Workstream lead will represent at the Council Renewal Working Group – Lynda Campbell.
- Individual leads, e.g. Communications, H&S, HR, may choose to take agenda items to their areas of business for further discussion and debate, or may establish subgroups for specific areas of speciality, however all decisions will be agreed by the workstream.

OFFICIAL

WORKSTREAM: BUILDING CONFIDENCE (cont.)

5. WORKSTREAM DEPENDENCIES

Please set out early thoughts on where the workstream may have a dependency on others. Please also set out dependencies on resources and other enabling functions for the delivery of the workstream. Recognised that this will continue to evolve.

Building Confidence in Council and City Service workstream will depend on output from other workstreams within the Renewal Group; specifically at this stage the Economic Recovery Taskforce, the Social Recovery Taskforce and two of the four subgroups within the Enabling the Workforce workstream; the workforce and workplace workstreams.

Important to recognise at this early point (15/06/2020) that capacity may be issue as it is likely that the same people who are leading or representing in other workstreams will require to contribute to the output of this one.

6. WORKSTREAM CONSTRAINTS, ISSUES AND RISKS

Please identify known or potential constraints, issues and/or risks associated with progressing the workstream.

To have confidence in delivering/receiving council services and more widely engaging with the city, people (all stakeholders) need to know that the risk of catching the virus is low and that the Council have introduced Covid secure standards wherever possible. So great is the societal shock as a result of lockdown it is impossible to gauge how quickly confidence can be restored and public trust regained.

There is a risk that by not adequately engaging with stakeholders from the early stages of reactivating the city there could be a loss of reputation, distrust, misunderstanding and lack of or incorrect behaviour changes.

There are risks associated with the interdependencies of the four other workstreams, in particular the Programme Pillar for Communications.

There are also risks associated with industry/sector guidelines or changes to regulations which at this moment in time (15/06/2020) are unknown, e.g. the requirement to wear masks in public buildings or when carrying out certain Council activities, e.g. drivers with passengers.

7. ASSUMPTIONS

Please list any assumptions made in the scoping of the workstream.

- Essential to have representation from all Council Services and ALEO's committing to an initial 12 month period, willing to contribute and take the lead on individual areas of expertise.
- Emerging subgroups may require additional representation from during the lifespan of the workstream.

WORKSTREAM: ENABLING THE WORKFORCE – WORKFORCE**1. WORKSTREAM**

Workstream Title:	Enabling the Workforce: Workforce
Workstream Lead:	Robert Anderson

2. WORKSTREAM MEMBERSHIP

Name	Service
Robert Anderson	HR
Lynn Norwood	HR
Christine Brown	HR
Jennifer Tees	HR
John Paterson	H&S
Vhairi Todd	OD

3. WORKSTREAM PURPOSE AND OBJECTIVES

Please set out the purpose and objectives of the workstream – what is it intended to achieve? It is recognised that these may evolve as the programme objectives evolve and all workstreams are scoped. Please capture initial thinking.

To plan in the short-term for the winding down/partial continuation of the special measures implemented by HR to support employees throughout the Covid 19 emergency and reactivate normal HR processes. This will include the development of supports for those at medium risk, continuation of existing arrangements for those shielding or covered by test and protect, the winding down of preserved payments and the reactivation of normal recruitment, workforce planning or discipline and grievance processes.

To plan and implement specific HR interventions that will support employee return to work under “new normal” conditions. This will focus on the infrastructure governing return and the implications of social distancing.

To prepare and implement HR policy interventions considered necessary to support a “new normal”. This will involve the development of interventions such as revised homeworking arrangements etc.

Via Service HR to support, develop and assist in the implementation of service reform proposals designed to support the emergence of the “new normal”. The concept of “new normal” is directly related to considerations of service renewal, change and development.

WORKSTREAM: ENABLING THE WORKFORCE – WORKFORCE (cont.)

4. WORKSTREAM STRUCTURE AND SUB-GROUPS

Please set out how the workstream will be structured, including the use of any sub-groups, their membership and remit.

Sub Groups:

- Operational Sub-Group charged with responsibility for the design and implementation of the short term wind down measures and the return to work agenda.
- Policy Sub Group charged with responsibility for the development of specific policy interventions.
- Service Sub Group charged with responsibility for HR Service Reform support.
- Health and Safety Sub Group charged with responsibility for ensuring that the workstream outputs are consistent with best H&S practice. In particular this sub-group will require to closely liaise with the Workplace Group.

Membership to be defined.

5. WORKSTREAM DEPENDENCIES

Please set out early thoughts on where the workstream may have a dependency on others. Please also set out dependencies on resources and other enabling functions for the delivery of the workstream. Recognised that this will continue to evolve.

Dependency on :

- The requirement for close co-operation between the various sub streams that comprise the Enabling the Workforce Work Steam, but also Service Departments, Comms and Finance.
- The requirement to secure Trade Union acceptance (or the avoidance of active opposition) as the outputs of the workstream are developed. This applies to not only to the HR workstream but affects the other work streams within Enabling the Workforce.
- There is a requirement, particularly for the Operational Sub Group to secure the support and involvement of H&S colleagues.

6. WORKSTREAM CONSTRAINTS, ISSUES AND RISKS

Please identify known or potential constraints, issues and/or risks associated with progressing the workstream.

- There is a risk that close co-operation between dependant workstreams does not take place but this is mitigated by the governance arrangements put in place for the entire programme together with the close working relationships that exist between related functions and the fact that there is a degree of joint membership across workstreams.
- There is a risk that aspects of the workstreams outputs are prevented from achieving full realisation due to active TU opposition. The changes being considered and the history of the Council re such that this is likelihood. It is to an extent mitigated by the existing and deep liaison arrangements that exist at both a corporate and service level with the Trade Unions.

WORKSTREAM: ENABLING THE WORKFORCE – WORKFORCE (cont.)

- There is a risk that as we recover from a global health emergency that we do not take full cognisance of Health and Safety requirement. This is mitigated by the fact that the Head of H&S has agreed to join the workstream.
- There is a risk that differing service priorities adversely impact on the implementation of the workstream's outputs. This is partly mitigated by the governance arrangements serving the programme as a whole.
- There is a risk that HR Resources will be put under pressure by the demands of the workstream and the conflicting demands from other workstreams and /or service departments. This will be mitigated by the identification of HR priorities as set by the Head of HR.

7. ASSUMPTIONS

Please list any assumptions made in the scoping of the workstream.

- That the Council will continue to follow Government advice on the management of the pandemic and that Government advice in one area does not contradict Government advice in another.
- That the Council operational environment will continue to be affected by significant budgetary pressures and that this will act as a driver to transformational change.
- That renewal will proceed on a phased basis allowing time for the various outputs of the workstream to be prioritised.
- That the Council will be supportive of an agenda seeking to effect transformational change on work performed , the way it is performed and the environment I which it is performed.

WORKSTREAM: ENABLING THE WORKFORCE – SERVICE IMPROVEMENT

1. WORKSTREAM

Workstream Title:	Ways of Working - Service Improvement
Workstream Lead:	John Sherry

2. WORKSTREAM MEMBERSHIP

Name	Service
Transformation Core Team	CEX
Additional experts	(as required)
Service Champions	Services / ALEOs
Ian Robertson	DRS
John Lyle / SIT	CEX
Robert Anderson	CEX

3. WORKSTREAM PURPOSE AND OBJECTIVES

Please set out the purpose and objectives of the workstream – what is it intended to achieve? It is recognised that these may evolve as the programme objectives evolve and all workstreams are scoped. Please capture initial thinking.

Our Renewal programme will recalibrate the way the Council plays its part in delivering for the City. It will be a phased realisation covering Unlock, Renew and New Normal. The primary focus at this point is on the 'unlock' phase whilst keeping a view on the strategic ambitions of the 'new normal'

The Council's crisis response to the COVID-19 pandemic demonstrates that we are able to continue to operate in times of severe difficulty, whilst innovating, refining and replacing where appropriate. It is crucial that we take this opportunity to harness that momentum and enthusiasm and 'build back better'. We need to identify the positive changes that we will continue, but we should also scope opportunities to drive further shifts in how we operate to ensure that we emerge from this pandemic stronger, more resilient and better aligned to the city's needs.

The Council has long held ambitions to achieve Inclusive Growth for our City. Our Renew Programme will push further on this whilst at the same time, seeking to address the deeper inequality that has resulted from the coronavirus pandemic. We have an opportunity now to **identify and support fundamental service delivery changes** that underpin how the council operates to ensure both **social** and **economic** recovery.

Key objectives are;

- Capturing the learning from our crisis response innovations to identify challenges, barriers, solutions found and issues addressed;
- Understanding the service changes required to contribute to the delivery of our longer term ambition of a 'new normal'. This will be driven by the vision and outcomes of both the Social Recovery and the Economic Recovery Taskforces;
- Using positive disruption to support services to bring to life their insights and aspirations for improvement and fundamental change;

WORKSTREAM: ENABLING THE WORKFORCE – SERVICE IMPROVEMENT (cont.)

- Fusing our approach with those of our sibling workstreams to ensure that we can make best use of the council's workforce, workplaces, data and digital supports as fundamental cornerstones to change;
- Understanding and enacting the required behavioural changes across council and city stakeholders and,
- Capture and record the lessons learned along the way as we recognise that this will be a phased journey from unlock, through renewal and into a new norm.

4. WORKSTREAM STRUCTURE AND SUB-GROUPS

Please set out how the workstream will be structured, including the use of any sub-groups, their membership and remit.

This workstream is focused on delivering service improvements to support the Council's role in delivering the City's new vision. On that basis, the structure of the group will require to be driven by function and the specific detail set out in the findings of the Social Recovery and Economic Recovery Taskforces.

However, it is proposed that these Taskforces themselves provide an opportunity to test the service improvement processes in the first instance. This will enable us to trial our blended model of **informing, supporting and delivering**.

Informing	<ul style="list-style-type: none"> • Raising awareness and understanding of the long term strategic vision for the city. • Encouraging and facilitating constructive dialogue and disruption within and across services. • Detailed deliberation about how we could deliver differently, more effectively, more inclusively.
Support	<ul style="list-style-type: none"> • Providing access to a range of toolkits, methodologies and expert resource to assist with developing, designing and beginning to implement the ideas/concepts that are emerging. • Facilitating the 'fusing' of discussions across our workstreams in relation to workforce, workplace and, data and digital. • Challenging and testing concepts and proposals to ensure balance across both the medium and longer term aspirations for the city and to marry these against the immediate service challenges.
Deliver	<ul style="list-style-type: none"> • Articulate the shared aspirations and approach that will drive forward operational activity and ways of working. This will provide a set of guiding principles to steer what we do and the way in which we conduct our business going forward.

WORKSTREAM: ENABLING THE WORKFORCE – SERVICE IMPROVEMENT (cont.)

5. WORKSTREAM DEPENDENCIES

Please set out early thoughts on where the workstream may have a dependency on others. Please also set out dependencies on resources and other enabling functions for the delivery of the workstream. Recognised that this will continue to evolve.

Effective and relevant service change requires:

- Clarity on the ultimate outcome we are seeking to achieve;
 - Remit of both the Social Recovery and Economic Recovery Taskforces
- Clarity on what needs to change and what represents good practice;
 - Key Lessons Learned (COVID-19 Response) from Departments
- Senior management commitment to innovation and bravery and leading by example (this could be demonstrated neatly by applying the service improvement approach to the operation of the Social Recovery and Economic Recovery Taskforces);
- Extensive opportunities for staff and service user contributions and involvement;
- Responsiveness and partnering with the workstreams on Workplace, Workforce and Data & Digital as key drivers for change
- Funding to secure access to expert resource, toolkits and methodologies;

6. WORKSTREAM CONSTRAINTS, ISSUES AND RISKS

Please identify known or potential constraints, issues and/or risks associated with progressing the workstream.

At present this workstream is constrained by the yet to be articulated visions of the Social Recovery and Economic Recovery Taskforces. However, this in itself provides an opportunity to test the approach that we seek to utilise across our Council services.

Current risks include;

- Our service innovation and change may sit at odds with a job evaluation process that has already commenced;
- Our technology solutions and the resultant data and legal restraints may not ‘keep up’ with the innovation that is emerging;
- Our staff may not embrace or feel comfortable and supported as we move to very different models and approaches of working;
- Our current configuration of Workplaces and work spaces may not be suited to how we seek to deliver services going forward or how colleagues will come together;
- Our legislatively determined priorities may be allowed to stifle innovation and new ways of working, and
- Our focus on delivering short/medium term crisis response may sit at odds with a longer term shared vision.

WORKSTREAM: ENABLING THE WORKFORCE – SERVICE IMPROVEMENT (cont.)

7. ASSUMPTIONS

Please list any assumptions made in the scoping of the workstream.

- That productive disruption is welcomed, encouraged and supported across our Council Family;
- That the value of ‘external’ insight and challenge is recognised and embraced across our services;
- That staff are supported to participate and drive the change agenda;
- That the ‘North Star’ for our service improvement approach is the vision of the Social Recovery and Economic Recovery Taskforces;
- That the Council commits its strategic alignment to the delivery of these citywide ambitions, and
- That the principles of service improvement apply equally across our legislative requirements and our city ambitions.

WORKSTREAM: ENABLING THE WORKFORCE – WORKPLACE**1. WORKSTREAM**

Workstream Title:	Enabling the Workforce: Workplace
Workstream Lead:	Ian Robertson

2. WORKSTREAM MEMBERSHIP

Name	Service
Emma Rodgers/John Paterson	Health and Safety
Bob Cree/Keith Dalkin	Property Management
Stephen Sawers/Linda Andrews	Catering and FM
Angela Anderson/Agnes MacLean	Communication
Christine Brown/Ellen McGowan	HR
Maureen Fitzpatrick	Procurement

3. WORKSTREAM PURPOSE AND OBJECTIVES

Please set out the purpose and objectives of the workstream – what is it intended to achieve? It is recognised that these may evolve as the programme objectives evolve and all workstreams are scoped. Please capture initial thinking.

To ensure that all premises are prepared for phased re occupancy to ensure that staff and visitors remain safe and their welfare needs are met. Actions will include:

- physical layout changes to support social distancing;
- signage, designated entry/exit points, routing, off limit areas;
- appropriate hygiene and PPE materials ;
- risk assessments in place as required (from corporate generic framework through to service, location, team and individual level);
- cleaning services are defined and implemented, and
- communications with staff and stakeholders are effective and include procedures/rules and briefing/training as required.

4. WORKSTREAM STRUCTURE AND SUB-GROUPS

Please set out how the workstream will be structured, including the use of any sub-groups, their membership and remit.

Sub Groups:

- Cleaning
- Property and Procurement
- HR, Engagement and Communications
- Health and Safety

(Close links to Workforce Group with potential overlap in membership to ensure consistency and aligned plans)

WORKSTREAM: ENABLING THE WORKFORCE – WORKPLACE (cont.)

5. WORKSTREAM DEPENDENCIES

Please set out early thoughts on where the workstream may have a dependency on others. Please also set out dependencies on resources and other enabling functions for the delivery of the workstream. Recognised that this will continue to evolve.

Dependency on :

- Workforce Working Group regarding 'rules' around phased return/ consultation with TU/ communication with stakeholders, availability of staff to be reassigned for priority work (cleaning);
- Information from services regarding staffing plans – e.g. patterns of work, level of occupancy required; flexibility of location;
- Risk Assessments from services based on Corporate Framework;
- Trade Union consultation;
- Finance available for, hygiene/cleaning materials/signage etc., and
- All statutory building testing, legionella, fire etc. regimes in place.

6. WORKSTREAM CONSTRAINTS, ISSUES AND RISKS

Please identify known or potential constraints, issues and/or risks associated with progressing the workstream.

- Cleaning resource availability
- H&S and HR specialist availability
- Compliance with corporate guidance and differing service priorities
- Speed with which government guidance could change and our ability to quickly respond
- Property and FM resources to cover all work premises for all in scope factors

7. ASSUMPTIONS

Please list any assumptions made in the scoping of the workstream.

- 2M social distancing to be maintained wherever possible
- Phased re occupancy required
- Occupancy at 25% -40% depending on physical layouts
- Duration of social distancing will be until at least January 2021
- Home working will continue to a certain extent
- Service users compliance with workplace and workforce guidance/instructions
- Trade Union consultation will facilitate changes
- Services will be responsible for assessing, implementing and monitoring compliance with corporate 'rules' and guidance
- Opportunity for acceleration of property and land strategy objectives

WORKSTREAM: ENABLING THE WORKPLACE – DATA AND DIGITAL

1. WORKSTREAM

Workstream Title:	Digital & Data
Workstream Lead:	Julian Perera / Kimberley Hose

2. WORKSTREAM MEMBERSHIP

Name	Service
Julian Perera	CED
Kimberley Hose	CED
Members of the Business Development Board	CED / Various
Change Management Representative	TBC
John Sherry	CED

3. WORKSTREAM PURPOSE AND OBJECTIVES

Please set out the purpose and objectives of the workstream – what is it intended to achieve? It is recognised that these may evolve as the programme objectives evolve and all workstreams are scoped. Please capture initial thinking.

The purpose of the Digital and Data stream is to leverage the technology and information / Data that the Council has access to in order to deliver short, medium and long term business solutions.

The primary goal of the stream will be to enable:

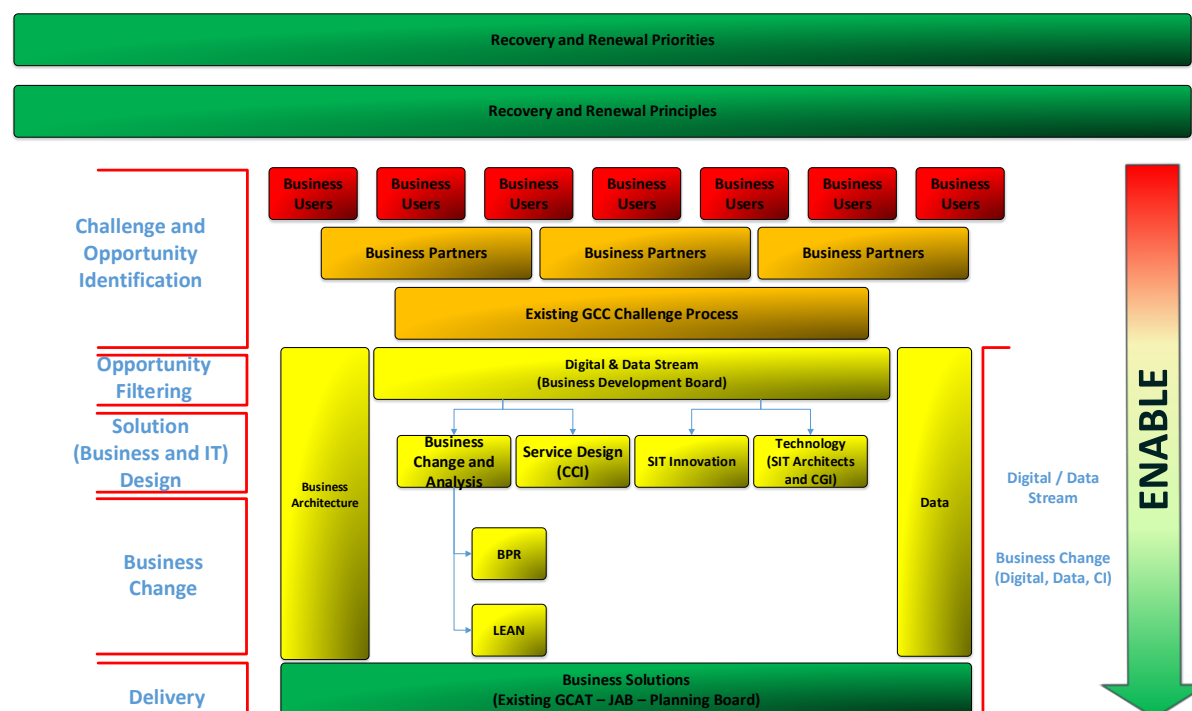
- The council to have a far more flexible workforce
- Efficient ways of working
- Data based decision making
- Proactive service delivery

The stream will need to continue to work closely with the business to understand their challenges, help them redesign their services and align appropriate technology to deliver new ways of working. The stream will look to deliver tactical solutions where possible that are strategically aligned. **It is advised that Digital and Data stream and Change Opportunities stream work seamlessly together.** This will allow the Council to leverage existing delivery models rather than creating a new vehicle / process for delivering change related to recovery and renewal.

WORKSTREAM: ENABLING THE WORKPLACE – DATA AND DIGITAL (cont.)

4. WORKSTREAM STRUCTURE AND SUB-GROUPS

Please set out how the workstream will be structured, including the use of any sub-groups, their membership and remit.



This structure proposes using the existing structures in place for managing challenges. This structure ensures that all opportunities and challenges are allocated to the correct business change and / or technology delivery stream. This structure allows for delivering tactical solutions at pace as well as managing and aligning longer term deliverables. The key here is that all the appropriate skillsets are leveraged in the decision-making process. The decision making process will take into account the priorities and principles set by the Renewal Programme Board.

5. WORKSTREAM DEPENDENCIES

Please set out early thoughts on where the workstream may have a dependency on others. Please also set out dependencies on resources and other enabling functions for the delivery of the workstream. Recognised that this will continue to evolve.

This workstream will have and major dependencies on the Change and Improvement stream. The Digital and Data team will need to be closely involved in the Change and Improvement stream at the early stages of their deliverables in order to assist with the service design. ***From a corporate perspective, the close co-ordination of these 2 streams will be key to ensure that we are able to identify common capabilities across the business and help advise on the service redesign.*** This approach will allow GCC to align and leverage the appropriate technology to deliver the greatest efficiencies. From a data perspective, the data team will be able to use data analysis, modelling and

WORKSTREAM: ENABLING THE WORKPLACE – DATA AND DIGITAL (cont.)

analytics to drive service change and provide the appropriate evidence to aid decision making and efficient service design.

The initial challenges highlighted in the **workplace** and **workforce** streams will provide some direction for the Change / Improvement and Digital / Data streams. ***However, moving forward, the outcomes from this and the Opportunities for Change Streams will be key to informing the workplace and workforce streams.*** The solutions and changes implemented within the change management stream will be key to shaping the workplace and workforce workstreams.

6. WORKSTREAM CONSTRAINTS, ISSUES AND RISKS

Please identify known or potential constraints, issues and/or risks associated with progressing the workstream.

Risk – The Change and Improvement stream being separated from Digital and Data stream

Cause – The opportunities for Change and Improvement stream create a new channel for submitting business challenges and opportunities

Effect – This will conflict with the SIT challenge process and business development board. Challenges may be logged and moved forward without any technical oversight leading to disjointed improvements. The business become confused with where and how they should submit their challenges.

Mitigation – **Close co-ordination with the Opportunities for Change and Improvement Stream with the Digital and Data Stream and utilise the existing challenge process** that SIT use with their Business Partners. All opportunities should be submitted through the existing challenge process to ensure that the right type of focus is put on the opportunity to finds tactical (Short Term) and (Strategic) Long Term solutions. The principles and priorities set by the renewal board will help guide the decision making.

Risk – The business focus on technology rather than business problems

Cause – Change and Improvement Stream is not closely co-ordinated with the Digital And Data Stream and the terms Digital and Data make people think about technology.

Effect – The business focus on how technology can solve their perceived problem rather than focussing defining their business problems in terms of what is happening, who it is happening to and they are trying to achieve (outcomes).

Mitigation – Merge the Opportunities for Service Change / Improvement Streams with the data and digital stream and drop direct references to technology / digital. The merged stream will focus on understanding the business problems and aligning the appropriate business change and / or technology to delivering short / medium / long term business solutions. The problems will be categorised in line with the priorities and principles set by the renewal board.

Risk – The most appropriate business solution (tactical and Strategic) is not identified

Cause – The Change and Improvement stream is separated from the Digital and Data Stream

Effects – Change is implemented locally without understanding wider impacts, changes projects and LEAN projects are started without understanding of where Digital and Data can help or provide a better solution. Business processes are designed without the knowledge of how existing and future technology operates. Decisions are made without the insights that data can bring to the decision making process.

WORKSTREAM: ENABLING THE WORKPLACE – DATA AND DIGITAL (cont.)

Mitigation – Close co-ordination between the Opportunities for Change and Improvement Stream and the Digital and Data Stream. “Change” is essentially a tool box that includes Continuous Improvement (LEAN + other methodologies), Service Design and ICT. As such a common and co-ordinated approach is required for Change in order to ensure that the appropriate resources are involved at the right time. SIT has the methodologies in place to make this an efficient process to filter opportunities and have them allocated to the appropriate delivery stream (including both technology and business change streams). We have been working to develop the business development board which includes multi-disciplinary (IT / LEAN / Data / Business Analysis / Business Architecture / Innovation / Service Design) into one group. This group has the ability to quickly allocate challenges / opportunities to the appropriate delivery channel to provide tactical solutions quickly that are strategically aligned.

Risk – The required change is not able to be delivered

Cause – The business does not have the available resources to assist with the change to processes associated with business change and new technology as they are too busy with service delivery

Effects – Changes are either not implemented in a timely manner or are designed without the appropriate input from business subject matter experts.

Mitigation – Every project must be measured for the benefit it will bring so that the business understand what they will gain by participating in the delivery of the project. The business need to understand that time invested in change will deliver benefits and free up resources in the mid to long term (and in some cases the short term)

Risk – Existing funded and planned transformations

Cause – COVID has changed the council's priorities.

Effect – The effort required to manage and deliver these transformations may be better placed focussing on the projects and programmes identified by the Digital, Data and Business Change Stream.

Mitigation – Review all large scale transformations against the priorities and principles defined by the Renewal board and rescope where appropriate.

7. ASSUMPTIONS

Please list any assumptions made in the scoping of the workstream.

- The close co-ordination between the Opportunities for Service Change and Improvement and Data and Digital is central to the success of the overall Enabling the Workforce workstream.
- That service delivery areas can provide the appropriate resources to assist with specific deliverables where required.
- Where required CGI resources are available to design and implement technology changes

PILLAR: ENVIRONMENTAL**1. PILLAR**

Thematic / Pillar:	Environmental
Thematic Lead:	Eileen Marshall

2. MEMBERSHIP

Name	Service
Eileen Marshall	Neighbourhoods and Sustainability (NS)
Gary Walker	Environmental Health, NS
Christine Francis	Roads Infrastructure, NS
Marshall Poulton	Transport Strategy, NS
Gavin Slater	Sustainability, NS
Victoria Friary	Governance, NS

3. PURPOSE AND OBJECTIVES

Please set out the purpose and objectives of the workstream – what is it intended to achieve? It is recognised that these may evolve as the programme objectives evolve and all workstreams are scoped. Please capture initial thinking.

- Assist workstreams in identifying environmental considerations that support existing Council strategy and renewal ambitions.
- The thematic group will undertake reviews of options, actions, policy revisions and new policies.

4. WORKSTREAM STRUCTURE AND SUB-GROUPS









Please set out how the workstream will be structured, including the use of any sub-groups, their membership and remit.

- To support its purpose and objectives (outlined above) the Group intend to send a member to relevant workstream meetings.

The subgroups/structures that can support the workstreams are:

The Sustainable Glasgow Partnership	 Draft Terms of Reference Sustainable
The Climate Adaptation/Mitigation Officer Group	TOR Unavailable  CEWG membership.docx
The Climate Emergency Working Group	 CEWG Committee Report 27Aug19.docx

OFFICIAL

The Climate, Energy, Resilience, and Sustainability Group	 Terms of Reference (008).docx
Roads Infrastructure	 Transport Transition Plan TOR.docx  SpacesforPeople PID May20 - Final.docx
Connecting Communities Governance Structure and Terms of Ref.	 Transport Governance-OrganisaCommunities Terms c  Connecting Communities Terms c
Environmental Health Role	 Elected Members Handbook (.docx)
Environmental Health Networks	 Current EH Networks .docx  EH Partners Schematic.docx

5. DEPENDENCIES

Please set out early thoughts on where the workstream may have a dependency on others. Please also set out dependencies on resources and other enabling functions for the delivery of the workstream. Recognised that this will continue to evolve.

Interdependencies

Economic Recovery

Roads Infrastructure
Transport
Environmental Health

Enabling the Workforce (Workplace & Workforce)

Transport
Environmental Health

Social Recovery

Public Health
Transport

Budget and Finance

Environmental Sustainability of Financial
Modelling

Sustainability

Sustainability should be a consideration of all workstreams.

The thematic group can help in undertaking assessments that will ensure that every action/option that is considered is assessed in relation to the city achieving its carbon neutrality and net-zero ambitions in the short, medium and long term.

Transport

Glasgow is progressing with the updating of its transport strategies. This will include the development of a Connectivity Plan for Glasgow (Local Transport Strategy), a City Centre Transformation Plan, Liveable Neighbourhoods Plan, Active Travel Strategy and work on a Bus Services Improvement Partnership.

Environmental Health

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PILLAR: ENVIRONMENTAL (cont.)

Economic Recovery

As Brexit negotiations continue, work with food exporters to make sure our high-quality Scottish produce can be exported to other European and world-wide nations. Business advice to help them re-open by helping them to change the way they operate to minimise the spread of the virus.

Enabling the Workforce (Workplace, Workforce and H&S)

Provision of infection control advice to minimise the spread of the virus in the workplace and throughout the workforce. Provision of infection control advice to businesses and other workplaces and review their plans as businesses start to open and they introduce changes to the way they operate with physical distancing and other measures being introduced.

Social Recovery

Advice on food safety and the quality and nutritional value of foods, including food security as part of the Brexit negotiations. Public health will continue to support households in relation to the identification and abatement of substandard housing.

Resourcing of support to workstreams

Advice/input will be provided from existing NS staff or wider network of peers/contacts.

6. CONSTRAINTS, ISSUES AND RISKS

Please identify known or potential constraints, issues and/or risks associated with progressing the workstream.

Risk that environmental input is not considered or not considered early enough to inform the strategic option.

7. ASSUMPTIONS

Please list any assumptions made in the scoping of the workstream.

All workstreams will actively engage with the thematic group.
Working closely with Environmental Health, Health and Safety advice will be provided by Corporate Services.

OFFICIAL

PILLAR: COMMUNICATIONS

1. PILLAR

Workstream Title:	Communications Working Group
Workstream Lead:	Colin Edgar Head of Strategic Partnerships and Communications

2. WORKSTREAM MEMBERSHIP

Name	Service
Colin Edgar	CED
Gillian Burke	CED
Fiona Ross	CED
Colin MacKenzie	CED
Angela Anderson	CED
Gary Hurr	CED
Paul Kane	CED
Vicky Bond	CED

3. WORKSTREAM PURPOSE AND OBJECTIVES

Please set out the purpose and objectives of the workstream – what is it intended to achieve? It is recognised that these may evolve as the programme objectives evolve and all workstreams are scoped. Please capture initial thinking.

- The purpose of this working group is to support the delivery of the council's strategic renewal plan
- The workstream will create and implement a renewal communication plan.
- Ensure consistency, coordination and integration in respect of messaging and communications across the council family
- Ensure consistency in renewal communication planning in services and ALEOs
- Help articulate the council's strategic renewal plan to build a better understanding and acceptance and buy-in amongst defined audiences inc staff, internally
- Build confidence in our renewal process by being open and transparent about this and the challenges we face and through entering into dialogue with stakeholders
- Provide reassurance to audiences about the measures we are taking reduce risk of virus spread to allow them to go about their daily lives (inc. workplace for staff) with a degree of normality
- Shape behaviour change needed for measures / plans to be a success

4. WORKSTREAM STRUCTURE AND SUB-GROUPS

Please set out how the workstream will be structured, including the use of any sub-groups, their membership and remit.

- Having representation on the Renewal Programme Board - Colin Edgar/ Gillian Burke
- The communication workstream will mirror the renewal strategy workstreams.
- Each workstream will have a comms lead
- The workstream comms leads may choose to establish or repurpose meetings / groups of their own with appropriate officers, communications officers or established comms champions, as appropriate.

OFFICIAL

PILLAR: COMMUNICATIONS (cont.)

- Workstream comms leads will help coordinate/integrate messaging within local service and ALEO implementation and comms plans.

5. WORKSTREAM DEPENDENCIES

Please set out early thoughts on where the workstream may have a dependency on others. Please also set out dependencies on resources and other enabling functions for the delivery of the workstream. Recognised that this will continue to evolve.

Communications workstream dependent on all workstreams to develop and implement plans that we can help support with various PR, comms and engagement tactics

6. WORKSTREAM CONSTRAINTS, ISSUES AND RISKS

Please identify known or potential constraints, issues and/or risks associated with progressing the workstream.

Not adequately engaging with stakeholders and audiences for their feedback/input throughout etc. could result in loss of reputation, distrust, misunderstanding and lack of or incorrect behaviour change

7. ASSUMPTIONS

Please list any assumptions made in the scoping of the workstream.

- Full cooperation from across council family communications functions regarding this process
- Any other sub groups requiring comms support will invite a comms officer to join that sub group.

Appendix 3

Workstream governance pack

[illegible]

PROGRAMME REPORTING SCHEDULE 2020

[illegible]

[illegible]

GLASGOW CITY COUNCIL						
RENEWAL PROGRAMME						
ACTION LOG						
Workstream:						
Meeting Title:						
Contact:						
Ref.	Date Raised	Agreed Action	Responsible Officer / Group	Timescale for Completion	Update / Comments (incl. date closed)	Status
E.g. for Budget and Finance workstream - BF / A001					E.g . Format comments to show the date and the update - 28/05/20 - Update etc. etc.	In progress

[illegible]

[illegible]

GLASGOW CITY COUNCIL					
RENEWAL PROGRAMME					
WORKSTREAM STATUS REPORT					
Workstream:					Green
Contact:					Amber
Date:					Red
Overall Workstream Status:	Green				
Reason for status / key issues:					
Where amber/red, what is the road to green?					
Risks / issues for escalation:					
Decisions required:					
Progress update - key activities and milestones in last reporting period:					
Forward look - priorities and milestones for next reporting period:					
Other matters:					
Guidance:					
Red	The workstream has stalled / is behind schedule / or is encountering critical issues/risks, with or without a plan				
Amber	The workstream is making slow progress / is behind schedule / or is encountering some significant issues/risks, with a plan to resolve				
Green	The workstream is progressing, as planned, with minor issues/risks that are being addressed				