

## South Ayrshire Council

### Report by Director of Strategic Change and Communities to Service and Partnerships Performance Panel of 9 January 2024

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**Subject: South Ayrshire Way Strategic Change Programme**

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#### 1. Purpose

- 1.1 The purpose of this report is to provide an update on the South Ayrshire Way Strategic Change Programme.

#### 2. Recommendation

- 2.1 **It is recommended that the Panel scrutinises contents of this report in the context of delivering objectives of the Council's Change Programme.**

#### 3. Background

- 3.1 The Strategic Change Programme was formed in June 2021 to develop and deliver business change projects across the Council. The Programme focusses on 6 themes: 1. Delivering Council Plan priorities; 2. Services which are designed to be fit for purpose and sustainable; 3. Customers at the heart of what we do; 4. Digitally confident; 5. Maximising the use of our assets and; 6. A workforce for the future. The Strategic Change Programme Office comprises a Programme Co-Ordinator and two Project Officers. Each project on the Programme is assigned to a Project Officer.

- 3.2 The Council's approved budget of March 2023 included two specific proposals which impacted the Strategic Change Programme:

3.2.1 a service review of Strategic Change Team and Organisational Development with a combined saving target of £100,000 which lead to the reduction of one FTE project officer from the team; and

3.2.2 a savings target for the Strategic Change Programme of £200,000.

- 3.3 Following implementation of the Council's Budget, a review of the projects on the Programme was undertaken to focus on projects that would have greatest potential to deliver financial benefits.

- 3.4 The Best Value Audit report of 2021 and subsequent recent follow-up thematic reviews from Audit Scotland have highlighted that the Council requires to increase its pace in delivering business change and transformation objectives. The Strategic Change Programme has a number of projects which will support the Council in meeting this recommendation and, while the Audit Commission is encouraged with

the direction of travel of the Programme, it highlighted the need for confirming the cashable benefits that the Programme can deliver this year

#### **4. Proposals**

4.1 [Appendix 1](#) provides a dashboard Programme summary, showing the number of projects on the Programme and other high level information. [Appendix 2](#) provides a list of projects on the Programme.

4.2 To date, the Programme has identified savings equating to 16% of its financial target. This is behind where the Programme wishes to be at this stage and the risk in not achieving the target was highlighted to the Strategic Change Executive at its meeting in October. There are a number of factors impacting on the ability to achieve the targets, including:

- Time taken to develop new projects that will deliver financial benefits and contribute to the target;
- No specific funding allocated to the Programme;
- Resource issues with long term sickness absence impacting on project delivery;
- Developing business cases based on sound data and realistic options; and
- Not all business change and transformation activity is channelled through the Change Programme.

4.3 At this stage, it is unlikely that the target will be achieved. Instead, financial benefits identified for current projects are more likely to be profiled for 2024, rather than the current year. However, the focus of the team is still on bringing forward proposals for the projects with greatest chance of delivering financial benefits in the current year.

4.4 As part of the Best Value Action Plan 2023, the team will also be prioritising the communication aspect of the Programme, including increasing the frequency of Learning Events, and sharing best practice and knowledge from current projects. This will help with the objective to develop ideas from staff that can be turned into projects and deliver business change.

4.5 The Programme has worked with almost every Service in the Council to deliver projects since 2021 and has developed a large amount of learning to date, such as the challenges in delivering business change and what has worked in previous projects. Similarly, there is also now broad knowledge of where there are areas of opportunity to improve the way the Council delivers services.

4.6 A review is underway to further develop and strengthen governance and oversight of change and transformation activity across the Council and this will be brought forward to Cabinet for approval in the new year.

#### **5. Legal and Procurement Implications**

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

## **6. Financial Implications**

6.1 Not applicable.

## **7. Human Resources Implications**

7.1 Not applicable.

## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

8.1.1 There are no risks associated with adopting the recommendations.

### **8.2 *Risk Implications of Rejecting the Recommendations***

8.2.1 There are no risks associated with rejecting the recommendations.

## **9. Equalities**

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

## **10. Sustainable Development Implications**

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

## **11. Options Appraisal**

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

## **12. Link to Council Plan**

12.1 The matters referred to in this report contribute to the following outcomes in the Council Plan:

- Efficient and Effective Enabling Services

## **13. Results of Consultation**

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Martin Dowey, Portfolio Holder for Corporate and Strategic, and Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT and the contents of this report reflect any feedback provided.

**Background Papers** Report to Cabinet of 20 June 2023 [South Ayrshire Way Strategic Change Programme](#)

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**Date:** 21 December 2023

## Appendix 1 – Programme Dashboard Summary

### South Ayrshire Way Strategic Change Programme - Dashboard Report - Dec 2023

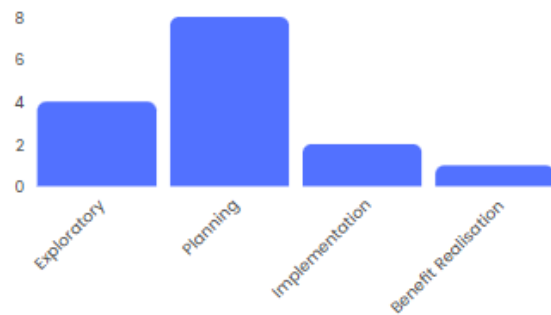
Live projects  
**15**

High rated risks  
**2**

High rated issues  
**2**

Overall health  


#### Project stages



#### Risks

Cashable Savings - high risk of Programme not making £200k target this year

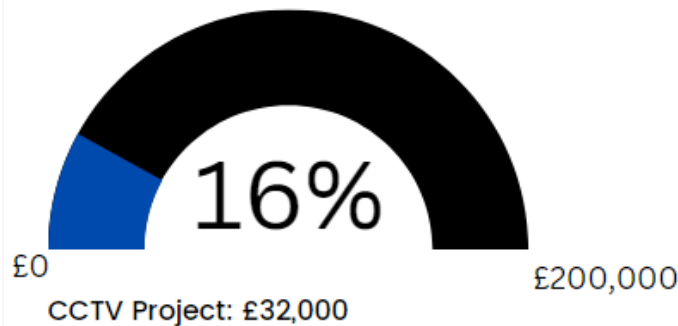


#### Issues

Long term absence in the team has delayed project delivery

Two projects on hold

#### Cashable Savings Target



#### Highlights this period

- Internal audit complete and actions complete
- Staff workshops taken place as part of Service Review of Democratic Services and Legal Services
- Supplier sessions for New Contact platform taken place
- All mobile working operatives now equipped with mobile device in Property Maintenance

#### Key activity next period

- Progress procurement of phase 1 of Process Automation
- Specification for New Contact Platform to be developed
- Final Report of Roads Operating Model Review
- Learning Event
- Costed business case for New Fleet Operating model

## Appendix 2 – List of Projects on the Strategic Change Programme

<b>Project Title</b>	<b>Project Stage</b>	<b>Project Rag</b>
Process automation	Exploratory	Green
Good Food Nation	Exploratory	Green
Dolphin House Review	Exploratory	Amber
Active Communities Review	Exploratory	Green
New Contact Platform	Planning	Amber
Parents Portal	Planning	Green
Fleet Review	Planning	Green
Corporate Recharging	Planning	Amber
Manual Timesheet Replacement	Planning	Red
Housing Online	Planning	Red
Health and Wellbeing Project	Planning	Green
Transforming the Estate - Phase 2	Implementation	Green
Roads Operation Model	Implementation	Green
South Ayrshire Wedding Venues	Implementation	Green
The Promise	Benefit Realisation	Green