South Ayrshire Council

**Report by Director of Communities and Transformation
to Cabinet
of 18 March 2025**

Subject: Business Case: Process Automation

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1.   Purpose

1.1   The purpose of this report is to seek Members' approval to proceed with the Process Automation project and agree £160,000 funding for the project from the Transformation Fund.

2.   Recommendation

2.1   It is recommended that the Cabinet:

2.1.1   notes the approval of the Business Case for Process Automation by the Transformation Board on 25 February 2025 as detailed in Appendix 1;

2.1.2   approves funding of £160,000 from the Transformation Fund to enable appointment of an automation specialist;

2.1.3   notes the options appraisal included at Appendix 2;

2.1.4   notes the outline Benefits Tracker provided in Appendix 3; and

2.1.5   notes that reporting will be in line with established Transformation Reporting and Scrutiny arrangements.

3.   Background

3.1   On 6 March 2024, Council approved a number of activities to take forward the Council's transformation approach: 'Shaping Our Future Council'. This included the establishment of a Transformation Board that would be ultimately responsible for the Council's transformation programme.   Council also agreed that the Transformation Board had authority to allocate and monitor sums from the new Transformation Fund of up to £100,000 for the delivery of transformation projects, subject to business case approvals.   Proposals greater than £100,000 would be subject to decision making by Cabinet.

3.2   A Business Case to take forward process automation was considered and approved by the Transformation Board on 25 February 2025. As the overall project budget is higher than the approved threshold for the Transformation Board, Cabinet approval is therefore being sought to proceed with the project.

3.3   Process automation helps make daily processes more efficient by joining up applications and transferring data between them, carrying out data input or processing information. It involves the use of software to mimic human behaviour and is therefore capable of carrying out repetitive processes that people currently do.

3.4   In April 2024, the Transformation Service appointed an automation consultant to work with Services aimed at exploring where opportunities for automation might exist across the Council. Eight Services participated in this discovery phase, which found that:

- There is an appetite from staff to automate processes which they consider non-value added and time consuming.

- 49 processes that are currently carried out by staff could be automated.

- Overall, there was scope to develop and implement an automation programme.

3.5   The Transformation Service has continued to work with Services to explore further opportunities for automation. To date, over 80 ideas have been identified by staff which, if automated, could improve how they deliver their Service.

3.6   The funding will be used to appoint an automation specialist to automate a limited number of processes over an 18-month period. This would have the dual benefit of automating processes identified by staff as non-value added while also proving to other Services the art of the possible and how automation can help improve day to day service delivery. Staff from the Transformation Service are currently working with Council Services to confirm which processes could be ready to be automated in this phase.

3.7   Several benefits have been identified by the project, and these are outlined in more detail in the benefit tracker in Appendix 3. It will, however, be the responsibility of Services to make clear the benefits of automating processes within their Service, particularly where there are financial benefits.

4.   Proposals

4.1   The Cabinet is requested to:

4.1.1   note the approval of the Business Case for Process Automation by the Transformation Board on 25 February 2025 as detailed in Appendix 1;

4.1.2   approve funding of £160,000 from the Transformation Fund to enable appointment of an automation specialist;

4.1.3   note the options appraisal included at Appendix 2;

4.1.4   note the Benefits Tracker at Appendix 3; and

4.1.5   note that reporting will be in line with established Transformation Reporting and Scrutiny arrangements.

5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 Discussions have taken place with Procurement colleagues on the most appropriate method of delivering the project and they will assist with the appointment of the appropriate automation specialist.

6. Financial Implications

6.1 The project cost will be £160,000 to be met from Transformation Fund. Services will be responsible for identifying where automations can deliver financial benefits to the Council, and these will be recorded in subsequent benefit trackers.

7. Human Resources Implications

7.1 Services will identify where any automation will impact on specific posts. Consultation will also take place with the relevant Trade Unions where it is identified that there may be an impact on specific positions.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

    8.1.1 The main risks of adopting the recommendations include risks related to procuring technical consultancy support and risk that Services are unable to deliver identified benefits. The project's risk register is provided in Appendix 4.

8.2 *Risk Implications of Rejecting the Recommendations*

    8.2.1 The main risks of rejecting the recommendations include: the Council would continue to resource activity which does not add value, but which occupies staff time; productivity related benefits would not be realised through automation.

9. Equalities

9.1 An Integrated Impact Assessment has been carried out on the proposals contained in this report, which identifies potential positive and areas that require further consideration. The IIA Summary Report is attached as Appendix 5 which includes information on any mitigating or follow-up action if required.

9.2 A copy of the fully completed IIA can be accessed here.

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/

11.   Options Appraisal

11.1   An options appraisal has been carried out in relation to the subject matter of this report. The following table summarises which options were considered and their ranking of score received.

No	Option	Description	Ranking
1	No change – continue as we are	This would see no investment in software or any form of programme to achieve objectives	4
2	Make use of available automation technology	Making use of available technology: this option would narrow the scope of automations to be based on existing automation solutions	2
3	Managed Service – automations developed by automation partner (12-18months)	Procuring support from an automation partner to develop 3-4 automations in first 12-18months	1
4	Implement a new automation programme: purchase licences and train in-house	In house automation programme: purchase automation software licences, train identified staff and automate identified processes	3

11.2   Option 3 was identified as the preferred option for the following reasons:

- It would enable the Council to automate processes in a faster timescale than any of the other options

- It would expand the reach of automation opportunities and possibilities give the software that the Council currently has at its disposal (option 2)

- The Council does not currently have the resources to deliver option 4

11.3   Details of the appraisal are contained in Appendix 2.

12.   Link to Council Plan

12.1   The matters referred to in this report contribute to strategic objective of the Council Plan: Efficient and Effective Enabling Services: increasing the digitisation and automation of services.

13.   Link to Shaping Our Future Council   Yes ☑   No ☐

13.1   The matters referred to in this report contribute to the Council's transformation priority areas: Our Delivery Model, Our Workforce and Our Technology and will deliver cashable, qualitative and quantitative benefits.

14.   Results of Consultation

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

14.2   Consultation has taken place with Councillor Ian Davis, Portfolio Holder for Finance, Human Resources and ICT, and Councillor Martin Dowey, Portfolio Holder for

Corporate and Strategic, and the contents of this report reflect any feedback provided.

15. Next Steps for Decision Tracking Purposes

15.1   If the recommendations above are approved by Members, the Director of Communities and Transformation will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the completion status reported to the Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

Implementation	Due date	Managed by
Implement benefits reporting via the PMO	31 March 2026	Assistant Director - Transformation

Background Papers   **Report to South Ayrshire Council of 6 March 2024 – Shaping Our Future Council**

Person to Contact   **Louise Reid, Assistant Director - Transformation**
County Buildings, Wellington Square, Ayr, KA7 1DR
Phone 01292 612032
E-mail louise.reid@south-ayrshire.gov.uk

Stewart McCall, Service Lead - Transformation
County Buildings, Wellington Square, Ayr, KA7 1DR
E-mail stewart.mccall@south-ayrshire.gov.uk

Date: 7 March 2025

Appendix 1: Business Case for Process Automation by Transformation Board

TRANSFORMATION **BUSINESS CASE**	*south* **AYRSHIRE** **C O U N C I L** Comhairle Siorrachd Àir a Deas **Making a Difference Every Day**

Proposed project title:	Process Automation
Senior Responsible Officer:	Louise Reid, Assistant Director - Transformation
Business lead:	Stewart McCall, Service Lead - Transformation
Portfolio Holder engagement: *< Business engaged/informed Portfolio Holder on proposal? >*	☒ Yes ☐ No Portfolio Holder: Councillor Davis and Councillor Dowey
Proposed by:	Stuart MacMillan, Transformation Coordinator
Proposal date:	22 January 2025
Financial overview	
Proposal type:	☒ Proposal will provide a financial return to Council ☒ Proposal will improve a process or introduce a new way of working

Financial summary:		
	Recurring saving (annual):	Savings will be forecast by Service Leads and realised at an individual service level. Value will be confirmed in benefits trackers by project leads once service has moved into implementation
	First year of saving:	2025/26
	Recurring investment (annual cost):	Not applicable
	Non-recurring investment (one-off cost):	Year 1 £120,000 Year 2 £40,000
	Income generation - new revenue (annual):	Not applicable

< Add any narrative required to provide more detail on the figures included above >

This is a spend to save proposal. Investment is sought for an automation specialist to deliver proof of concept automations in Services. At the time of writing this business case, the project lead is meeting and working with Services to narrow down a shortlist of areas that can be included in this proof of concept. However, this will rely and depend on Services coming forward with proposals which include benefits in the form of cashable savings. The following Services have proposed processes to be automated which could deliver a saving:

- Neighbourhood Services
- Health and Social Care Partnership
- Revenues and Benefits
- Education
  Thriving Communities

Multi-year financial return: *< Applicable where project delivers savings over multiple years >*	The project will deliver productivity gains beyond 2025/26. Service Leads will clarify any proposed savings within individual Benefits trackers.

Project overview	
Background:	*< What is the context of the project and why is the work needed? Describe the current position. Is this linked to another project, initiative or service review and if yes, provide details >* This project will introduce new software to automate processes and tasks that staff currently do. Process automation is designed to make daily processes more efficient by joining up applications and transferring data between them, carrying out data input or processing information. Process automation mimics human behaviour and is

therefore capable of carrying out repetitive, non-value added administrative processes.

Pre-project planning activity to date has included engagement with other local authorities, automation specialists and important research publications. Every Service across the Council has received a presentation outlining the main principles and benefits of automation. Together, this pre-planning has helped identify:

- Types of processes that other local authorities have automated and how they have delivered benefits.
- Best practice in delivering automation programmes.
- Areas where automation can help deliver improvements and benefits.
- Which Council Services are advanced in their approach and thinking around improvement processes and making use of new technology, and therefore where process automation can make greatest impact.

In October 2023, the Strategic Change Executive approved a discovery phase to develop further understanding of automation opportunities within the Council. The SCE approved funding to appoint consultants and explore where opportunities for automation exist across the Council. Following a competitive procurement exercise, automation specialists VKY were appointed to take the Discovery Phase forward.

The Discovery phase took place over Spring and Summer 2024. VKY worked with 8 Services to understand what possible benefits an automation programme could potentially bring. This discovery project identified the following:

- There is a need to automate the work that Council staff do, evidenced by staff identifying many processes that could be automated and demonstrations that staff are carrying out many manual non-value added processes, committing hours to non-productive processes.
- Initially, 49 processes have been considered which together, if automated, could save the Council 8,360 processing hours, for example, automating the existing FOI process, free school meals and school clothing grant applications and processes within Neighbourhood Services
- There is an appetite from staff to automate processes which they consider non-value added and time consuming.

Purpose: *< Tick all that apply >*	☐ Mandatory ☐ Legislative ☒ Service improvement

	< Clearly explain the purpose of the project. What is the case for change? Why are you doing this work? What are the advantages of analysing and improving things? What is the desired end result? > The purpose of this project is two-fold: • Enable Services to become more efficient by automating processes. • Secondly, to realise savings through productivity gains which ultimately may lead to a reduction in human resource requirements. The Council is committed to making workforce and process efficiencies. Process automation is a tool for Services to achieve this either through staff re-deployment or removing the need to resource processes that can be automated. Each Service will require to clarify the benefits in benefits trackers and consider the impact of automated processes as part of budget setting exercises and service delivery models. The Process Automation Discovery phase also asked consultants to advise on particular models of delivering an automation programme. One of these recommendations, a fully managed service, is at the core of this business case. This would see the appointment of an automation specialist through a procurement exercise to develop and deliver pre-identified processes which have been considered ready for automating. The successful consultant would be tasked with designing and implementing the automation solution and supporting the solution over an 18month period. This project is time-limited to prove the value, or otherwise, of automating processes across the Council. Where benefits are realised, the Council will then need to decide whether or not to invest in its own automation programme, and a subsequent business case would be brought forward for this. To deliver an internal automation programme, Council would need to purchase licenses, the cost of which will depend on the software being used. However, this could be between £50,000 and £70,000. This would be defined in any subsequent business case. To help prepare for any future automation programme, internal staff will be identified for training in the automation software that is used to deliver the new solutions.
Objectives/deliverables:	• Deliver three automations that will improve productivity within selected Services within 12-18 months of contract award. • Improve productivity within Services , measured by processing time (number of hours) and resource input.

	• Introduce automations that show staff the art of the possible and help encourage new ideas for what could be automated. • Reduce input costs through FTE reduction and other means, e.g. systems being retired. Services will use benefit trackers to detail the impact of automation on their service delivery to ensure all impacts are captured at the individual service level.
Constraints:	The following constraints have been identified at this stage: • Resource availability in Services to enable and support project delivery • Training will be provided, however, staff will not be required to use any new systems: only to be aware of what part of each process is automated and understand what the solution will deliver. • Some processes may include paper-based processes which makes automation of the process more challenging. • A possible constraint could be with internal systems within scope being able to interact with process automation technology. • Consideration will need to be given to the systems that are within scope to be automated, e.g. those being replaced in the short term or older legacy applications being phased out
Dependencies:	The following dependencies have been identified at this stage: • Service engagement and involvement to participate in automating identified processes. Consultant working on process automation has provided examples of what can be automated across each Service area which can inform pipeline of activity. • Procurement support to assist with tender documentation. • Finance support to verify financial information and savings proposals. • ICT operations resource to enable access to systems, licences and other requests.
Transformation alignment	
Priority area:	☐ Assets ☒ Delivery Model ☒ Workforce ☐ Technology – Foundations[1] ☐ Technology – Transform[2] [1] Centred on maintaining service operations or growing the scope of a service or application. [2] Moves the business into new ways of working.
Strategic fit:	☒ Council Plan…(please state Priority(ies) aligned to)

	• Efficient and Effective Enabling Services ☒ Workforce Plan…(please state Theme aligned to) • Plan: Embed workforce planning ☒ Digital and ICT Strategy ☐ Legislative requirement…(please state) ☐ Other…(please state)
Strategic objectives:	Council Plan, 2023-28 • Efficient and Effective Enabling Services Shaping our Future Council • Our Delivery Model: our processes and procedures are effective and efficient; Good data and analytics identify areas for improvement and transformation. • Our Technology: Digital delivery underpins our transformation; We implement technological solutions that are accessible and deliver tangible benefits for our Council, customers and stakeholders. • Our Workforce: Our people are productive and have the right skills to deliver our services.

Project finances and procurement	
Costs:	The funding request for the project is entirely capital funded from the Transformation Fund: 2025/26: £120,000 2026/27: £40,000 Should the Council wish to develop its own automation programme, licence costs will be required for automation software (c.£50,000 - £70,000) in addition to resources to develop and implement the automations. However, this would be confirmed in any subsequent Business Case/ funding request.
Funding plan:	☒ Transformation ☐ Workforce Change Fund ☐ ICT Investment Programme ☐ Service (state) ☐ Other (state)
ICT investment budget (if applicable):	☐ G19702 ☐ G19703 ☐ G19704 ☐ G19705 ☐ Other (state)
Return on investment:	☒ Yes ☐ No…(state reason why) ☒ Financial ☒ Non-financial

	This is a spend-to-save project. The ROI will depend on the Services being able to identify savings as a result of the processes automated. The following steps will be taken to capture the ROI for each process:
	- Calculate time taken to do each process. - Calculate volume, i.e. number of times process is undertaken per week, month year, and if seasonal. - Identify FTE that carries out the process and % of role assigned to process – this may be multiple FTEs. - Establish the % of the process that is automated. - Calculate cost of automating the process.
Budget implications:	The project ask is for £160k from the Transformation Fund. There are no ongoing revenue costs associated with this proof of concept.
Procurement: *< Has advice been sought from Procurement? >*	☒ Yes ☐ No ☐ Not applicable
Procurement implications:	The project will require procurement for an automation specialist to deliver three automations over 12-18months. Discussions have already taken place with Procurement on the most appropriate pathway to obtaining these services. An RPA has been drafted and frameworks are being explored.
Benefits	
Benefits:	It will be the responsibility of Services to make clear the benefits of automating processes with their Service. Support will be provided from the Project Lead to produce individual benefit trackers, however, high level benefits of the project are provided below. The exact value and nature of the benefits will depend on the specific automations that are selected for the proof of concept: - Productivity gain: processes becoming more efficient resulting in human cost reduction. - Productivity gain: automation replacing manual processes resulting in cost reduction. - Quantitative: increase in service volume, where automation enables the faster and more accurate processing of forms, applications, data and information - Qualitative: Increased customer satisfaction should automation be introduced which benefits customer journey; improved reputation; increase in functionality Savings will be forecast by Service Leads and realised at an individual Service level. Value will be confirmed in benefits trackers. An overarching benefit tracker has been drafted but will depend upon the processes which are automated and how they are implemented.
Disbenefits:	Possible disbenefits include: Reduction in flexibility – automating processes will remove adaptability of human workers

Benefits owner:	A Service Lead (or nominated officer) within each participating Service will be assigned to each of the processes that are identified to be automated. They will be responsible for identifying and monitoring benefits and ensuring they are achieved. SRO with overall project responsibility for Process Automation at a strategic level will be Louise Reid, Assistant Director - Transformation.	
Project options		☒ Applicable ☐ Not applicable

Options appraisal: < *Summarise the options here. Add others if necessary. Usually the 'Do Nothing' option should also be considered. Options for sourcing delivery, obtaining best value and for technical implementation must also be considered. Higher value/more complex projects should complete separate full options appraisal >*	*Option 1*
	Do nothing – continue as status quo
	Option 2
	Make use of available automation technology
	Option3
	Managed Service – automations developed by automation partner (12-18months)
	Option4
	Implement a new automation programme: purchase licences and train in-house
	Recommended option
	Option 3.

Workforce		☒ Applicable ☐ Not applicable

HR involved/consulted:	☒ Required ☐ Not required HR has been involved in the Discovery Phase of the project, scoping out potential areas for automation and continue to look for opportunities as part of the managed service approach
HSCP consulted: *<Impact on their statutory WFP >*	☒ Required ☐ Not required HSCP staff have been involved in discussion around Process Automation, including possible areas that would benefit from new technology.
Staffing number impact:	☐ None ☐ Additional ☒ Reduction This may not be the case for all processes being automated, however, those currently being discussed with Services suggest that FTE reduction may be possible. This will be confirmed within Benefits Trackers

Other transformation:	PMO Ref number: TP-2025-OW003a
	The following projects are closely linked to this proposal:
	• Business Support Model
	• Customer Assistance Model
	• Generative Artificial Intelligence
	• Review of Statutory and Non-Statutory Services

Technology		☒ Applicable
		☐ Not applicable
Alignment:	☒ Enterprise Architecture Principles	
	☒ Technology standards	
	☒ Cyber security standards	
Cyber risk assessment:	☒ Required	
	☐ Not required	
Delivery model:	☐ In-house	
	☒ Managed service	
	☐ Cloud – Software as a Service (SaaS)	
	☐ Cloud – Platform as a Service (PaaS)	
	☐ Other (please state)	
Systems retired following introduction:	Not applicable	

Legal, consultation and legislative	
Legal: *< Has advice been sought from Legal Services? >*	☐ Yes ☐ No ☒ Not applicable
Consultation: *< Have consultations taken place in line with Community Engagements Strategy? >*	☐ Yes ☒ Not applicable
TU involved/consulted: *< Have consultations taken place with the Trade Unions? >*	☒ Yes ☐ Not applicable A presentation was provided to the Trades Union Liaison Meeting on 5 June 2023 which introduced the Process Automation approach which was approved at SCE in May 2023. One member raised concerns about robotic automation leading to a reduction in staff. At the time, it was clarified that process automation is more about streamlining and making processes more efficient. Further liaison with the TU group took place in November 2024. An update on progress was provided as well as an outline of the Council's

	proposed approach. No significant concerns were raised, only to keep the group informed of progress.
Data protection (DPIA):	☒ Yes - this is currently being drafted and detail will be added as procurement phase is progressed and contract awarded ☐ No ☐ Not applicable
Implications: *< Has an Integrated Impact Assessment been conducted? >*	☒ Yes ☐ No ☐ Not applicable An integrated impact assessment has been drafted and will be updated as the Services define processes to be automated. However, the following impacts have been identified at this stage: • Disability, positive impact; Automation can improve access and streamline online processes making it simpler for vulnerable people and ensuring they receive timely assistance.
Participatory Budgeting:	☐ Considered/adopted ☒ No
Subsidy control: *< Has the UK subsidy control regime been considered? >*	☐ Yes, exempt ☐ Yes, not exempt ☒ Not applicable
Other:	
Intellectual Property Rights (IPR):	There may be intellectual property right implications associated with the managed service, however, this will be confirmed during tender process.
Delivery planning and risk mitigation	

Project plan:	**Service Engagement** **Ongoing**
	Cabinet approval **Mar 25**
	Procurement Phase **Mar - May 25**
	Contract Award **May 25**
	Process 1 **Jun – Aug 25**
	    • **Mapping and scoping**
	    • **Solution design**
	    • **Benefits defined**
	    • **Implementation**
	    • **Benefit realisation**
	    • **Review of Process**
	
	Process 2* **Sep-Dec 25**
	Process 3* **Jan – Mar 26**
	Evaluation** **May 2026**
	Recommendations on next steps* **Jun 2026**
	Project close **Jul 2026**

	*Automation of processes 2 and 3 may run simultaneously, rather than sequentially, depending on the successful supplier **This will be an internal evaluation

Possible resource required:	Service	Stage	Support Responsibilities
	Procurement	Procurement Phase	Assistance with tender documentation and procurement
	ICT	Process 1, 2, 3	Access to systems, licences

High level risk review:	The main risks identified at this stage include: • Lack of automation ideas proposed by Services that result in cashable benefits. • Lack of engagement and buy-in from Services. • Procurement risk: no suitable responses to tender. • Services unable to deliver identified benefits. • Automation programme not approved after Services successfully automate processes (an exit plan will be built into the contract with successful tender) • Staff unease at technology replacing work they once did. Staff not adopting new ways of working

Sign-off – Delivery Group

Recommendation:	Option 3 – proceed with the appointment of an external automation partner to proceed with automating identified processes.
Technology project approval: < If funding source ICT investment programme or service >	☐ Approved (Technology) ☐ Take to Board for visibility ☒ Approved for Board sign-off ☐ No – project not to be taken forward ☐ Further review needed – proposal to be resubmitted
Approval to proceed:	☒ Service Lead - Transformation ☒ Assistant Director - Transformation
Date:	3rd February 2025

Transformation Board approval	☒ Applicable ☐ Not applicable [3]
Date of approval:	25th February 2025

Board decision and agreed actions:	☒ Yes – approve preferred option and proceed to next Phase ☒ Yes – Cabinet approval required (value > £100k) ☐ No – project not to be taken forward ☐ Further review needed – proposal to be resubmitted ☐ Conditional approval of preferred option – proceed to next phase, subject to the following:	
Cabinet approval (proposal cost > £100,000)		☒ Applicable ☐ Not applicable
Date of approval:		
Cabinet decision and agreed actions:	☐ Yes – approve preferred option and proceed to next Phase ☐ No – project not to be taken forward ☐ Further review needed – proposal to be resubmitted ☐ Conditional approval of preferred option – proceed to next phase, subject to the following:	
PMO		
Project reference number:		

Appendix 2: Options Appraisal Table

	Options	Option 1 No change	Option 2 Make use of available automation technology	Option 3 Managed Service	Option 4 Internal Automation Programme
Success Criteria	**Ability to implement new automations identified by Services**	1 *Without investment, Council would be unable to automate areas suggested by staff*	3 *The Council is limited in what automation technology it can use*	4 *This option will task automation specialist with automating identified processes using technology available to them, thereby expanding opportunities*	2 *The Council does not have resource available at this time to implement new automations*
	Ability to derive benefits within timescale of 12-18 months	1 *The status quo would not be able to deliver the anticipated project benefits*	2 *Given the limitations of technology available, this would limit the potential benefits. Resource would also be difficult to support the project*	4 *This option would present the best opportunity to deliver the benefits within the set timescale. Consultant would be tasked with delivering the automations.*	2 *Any internal automation programme would require upskilling of existing staff which would take a number of months*
	Cost of implementation – ability to achieve within budget	1 *There is funding available to pursue an automation programme, so the option to not consider this scores low.*	4 *This option would limit the cost as it would make use of available technology*	3 *This represents the highest cost option. However, there is opportunity to bid for funding to support this type of project through Transformation Fund*	3 *Budget would be required to purchase automation licences and training support*
	Will the option deliver the project objectives	1 *This option scores low as it will not deliver the project objectives*	2 *The objectives of the project would not be achieved within the outline timescale with this option*	5 *This option would deliver each of the project's objectives and therefore scores highest*	2 *This option would not fully deliver the project's objectives, given lack of current resource*
	Overall risk associated with delivery option (score of 5 = least risk)	3 *While there is a reduced technical risk, there is a high risk of not achieving anticipated benefits*	3 *This option makes use of the available technology, but would rely on existing resource to deliver objectives. While technical risk is low, there is greater risk of not achieving success*	3 *There is greater risk with this option as it involves procuring specialist support to implement technical solution, however, it is more likely to achieve project objectives*	2 *This option is high risk given available resource to deliver project objectives*
		7	14	**19**	11

Appendix 3: Outline Benefits Tracker

Benefit ID	Benefit Type	Benefit Category	Benefit Name	Benefit Description	Status	Benefits Owner	Beneficiary	Enabler
BF-001	Cashable	Productivity Gain	Human/ manual processes/ procedures become more efficient resulting in human cost reduction	Automation of processes will reduce the need for FTE and therefore result in a productivity gain and cashable saving	Open	Stewart McCall / Stuart MacMillan	Tbc	Individual Services will produce their own benefit tracker for each process that is automated in their area
BF-002	Non-Cashable	Qualitative	Increased customer satisfaction	Where an automation leads to an improvement in the customer journey	Open	Stewart McCall / Stuart MacMillan	Tbc	Individual Services will produce their own benefit tracker for each process that is automated in their area
BF-003	Cashable	Productivity Gain	Technology replaces manual processes resulting in human cost reduction	Automation of processes will reduce the need for FTE and therefore result in a productivity gain and cashable saving	Open	Stewart McCall / Stuart MacMillan	Tbc	Individual Services will produce their own benefit tracker for each process that is automated in their area
BF-004	Non-Cashable	Quantitative	Increased service volume	Automation should be enable the faster and increased processing of tasks	Open	Stewart McCall / Stuart MacMillan	Tbc	Individual Services will produce their own benefit tracker for each process that is automated in their area
BF-005	Non-Cashable	Qualitative	Improved reputation	Taking an innovative approach can improve our reputation to customers, but also to partners and other local authorities across the country.	Open	Stewart McCall / Stuart MacMillan	Tbc	Individual Services will produce their own benefit tracker for each process that is automated in their area

Appendix 4: Risk Register

Title (Short heading)	Risk Description ("There is a risk that..")	Risk Cause ("This is due to…")	Risk Impact ("This may result in…")	Rating (auto.)	Risk Action Plan
Ideas for Automation	Project ideas that deliver cashable benefits are not forthcoming	A lack of ideas presented by Service Leads / ADs	The project being unable to deliver cashable benefits through ideas brought forward by Services	12	Proof of Concept project will show art of the possible and how automation can be turned into savings Engagement with Services
Service Engagement	There is a lack of processes brought forward which could be automated	Service Leads and ADs not engaging or considering process automation as a method to help their Service	A lack of scope for automation	8	Continue to engage Services Track all ideas generated
Procurement risk	The tender that is issued for procurement does not attract sufficient suppliers	The scope of the work not being defined appropriately or an inappropriate framework being used	A lack of responses to the tender	4	Engage with other local authorities to seek best practice on procuring this type of service

Appendix 5: Integrated Impact Assessment

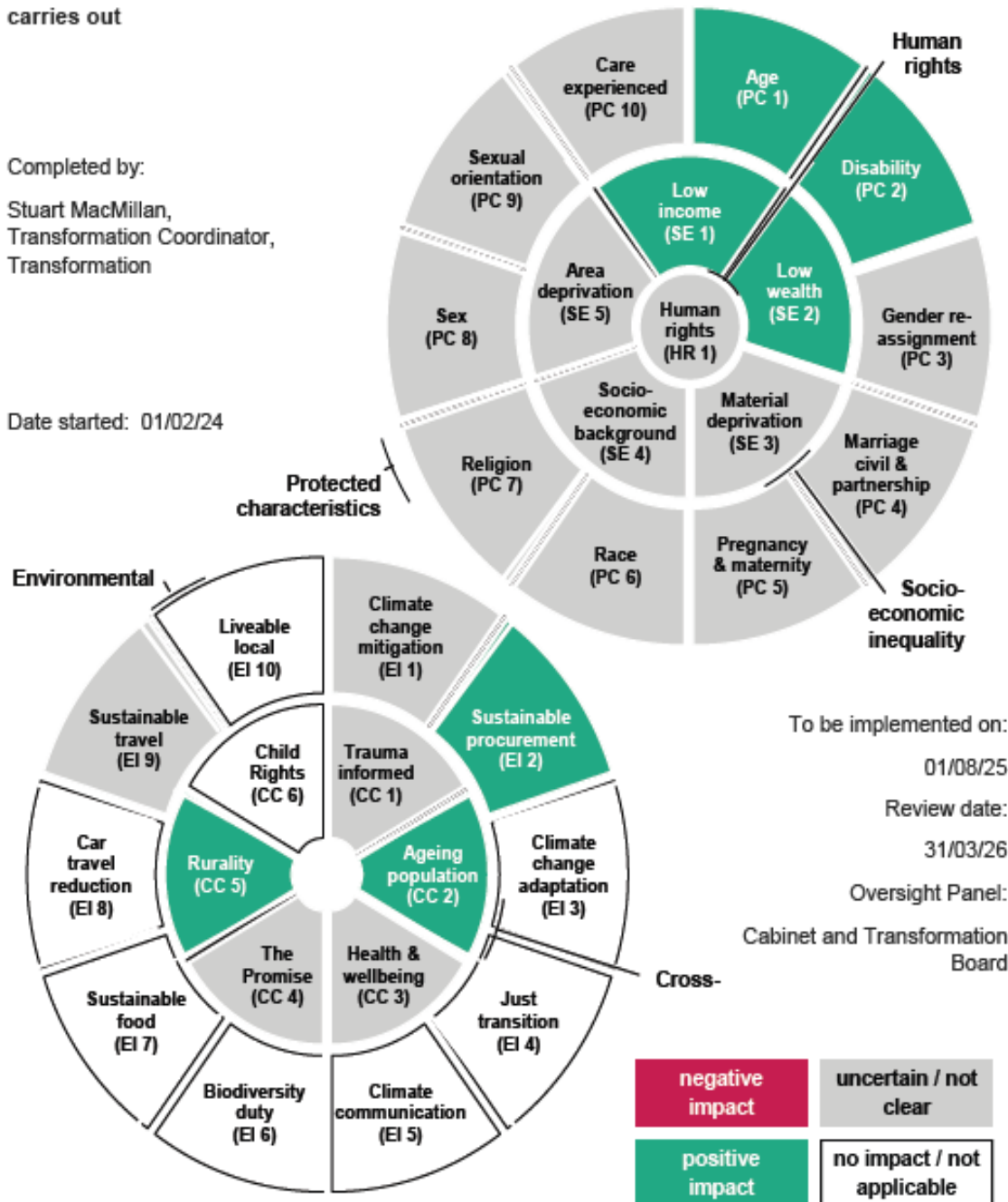## Integrated Impact Assessment Summary Report

Process Automation - an approach to automating work that the Council currently carries out

south AYRSHIRE COUNCIL

Completed by:

Stuart MacMillan,
Transformation Coordinator,
Transformation

Date started: 01/02/24

Human rights

Protected characteristics

- Care experienced (PC 10)
- Age (PC 1)
- Disability (PC 2)
- Sexual orientation (PC 9)
- Low income (SE 1)
- Gender re-assignment (PC 3)
- Area deprivation (SE 5)
- Low wealth (SE 2)
- Sex (PC 8)
- Human rights (HR 1)
- Socio-economic background (SE 4)
- Material deprivation (SE 3)
- Religion (PC 7)
- Marriage civil & partnership (PC 4)
- Race (PC 6)
- Pregnancy & maternity (PC 5)
- Socio-economic inequality

Environmental

- Liveable local (EI 10)
- Climate change mitigation (EI 1)
- Sustainable travel (EI 9)
- Child Rights (CC 6)
- Trauma informed (CC 1)
- Sustainable procurement (EI 2)
- Car travel reduction (EI 8)
- Rurality (CC 5)
- Ageing population (CC 2)
- Climate change adaptation (EI 3)
- Sustainable food (EI 7)
- The Promise (CC 4)
- Health & wellbeing (CC 3)
- Just transition (EI 4)
- Biodiversity duty (EI 6)
- Climate communication (EI 5)

Cross-

To be implemented on:

01/08/25

Review date:

31/03/26

Oversight Panel:

Cabinet and Transformation Board

| negative impact | uncertain / not clear |
| positive impact | no impact / not applicable |

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