South Ayrshire Council

**Report by Assistant Director - Place
to Cabinet
of 14 June 2022**

Subject: **The South Ayrshire Way Strategic Change Programme
– Preparing for the Future**

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1. Purpose

1.1 The purpose of this report is to provide an update to the Cabinet on progress delivering the *South Ayrshire Way Strategic Change Programme* including detail on projected benefits for projects.

2. Recommendation

2.1 **It is recommended that the Cabinet:**

    2.1.1 **notes the progress made by officers in completing relevant actions and recommendations in the Best Value Audit;**

    2.1.2 **notes the benefits and productivity gains proposed by current projects on the programme; and**

    2.1.3 **agrees a further update to the Service and Performance Panel in October 2022 in line with agreed reporting arrangements.**

3. Background

3.1 The Leadership Panel in November 2020 made a commitment to delivering a 10-year programme of transformational change and the establishment of the 'South Ayrshire Way Strategic Change Programme' for 2020-30.

3.2 The overarching high-level themes of the programme are:

    3.2.1 ***Delivering Council Plan priorities*** – focusing our services and expenditure on activities that support the Council Plan priorities.

    3.2.2 ***Services which are designed to be fit for purpose and sustainable*** - ensuring that we carry out systemic and structural reviews of our services which will seek to identify opportunities for transformational change through improvement, flexibility and integration.

    3.2.3 ***Customers at the heart of what we do*** – Ensuring that the quality of services and the customer experience is the best that it can be, while encouraging and supporting customers to be more flexible and to work with us to deliver sustainable services.

3.2.4   ***Digitally confident*** – doing more online and being more efficient in our processes.

3.2.5   ***Maximising the use of our assets*** – working with communities to support them to make best use of their local assets.

3.2.6   ***A workforce for the future*** – ensuring an engaged, empowered and informed workforce with the skills necessary to deliver the Council priorities.

3.3   Three temporary officers joined the Council in June 2021 as the Strategic Change Programme Office (1 x Co-ordinator, 2 x Project Officers) and commenced setting up the programme, implementing governance, developing communication and benefits plans and starting to scope out projects.

3.4   In March 2022, as part of the Council's budget setting process, the three temporary project posts were made permanent and there was agreement to add two new permanent project officer posts. This acknowledged the Councils 10 year commitment to delivering a programme of change, enables the expansion of the programme, accelerates business change and helps to better support the overall transformation aspirations of the Council.

3.5   The three temporary officers were successful at interview and are now permanent. The additional two new permanent project officers are expected to start in June 2022.

3.6   As the programme progresses, more projects have moved into delivery. There are currently 23 projects on the Programme; 18 projects at implementation stage; 4 are in planning and 1 project has completed and moved into benefits realisation.

3.7   Additional projects have been identified and will be reviewed for inclusion in line with governance arrangements and pending resource availability:

- Economy and Regeneration Service Review;
- Gas Central Heating In-House Provision;
- Building Base Services;
- Team around the Locality; and
- Process improvements across a range of services.

3.8   In terms of the Best Value Audit of the Council, undertaken by the Audit Commission in 2021 and specific recommendations related to the Change programme: *'The Council should make sure that its transformation work is fully aligned and integrated to its covid recovery planning work and improve its approach to its Strategic Change Programme.'; t*he actions relevant to the Change Programme are all complete. The Council has added additional success indicators as part of the Best Value Action Plan and these can be found at Appendix 1.

3.9   The Benefits Realisation Plan and 4 stage Benefits Management Process has been implemented and applied to each project. Table 1 in Appendix 2 shows the number of projects at each stage of the benefits process. Table 2 in Appendix 2 provides a summary of approved benefits for each of the projects on the Programme.

3.10 As projects progress through their implementation it is possible that additional 'value add' benefits are identified as new information and impacts are known. These will also be captured in benefit trackers.

3.11 Some projects have been identified as delivering Productivity Gains (where changes or outcomes delivered by projects result in improved efficiency of workers in performing tasks).

3.12 Examples include where a project could introduce new technology, processes or streamline ways of working which lead to improvements in how a service or process is delivered, such as moving from manual or paper-based processes to digital.

3.13 Engagement with the Improvement Service and other local authorities informs and validates South Ayrshire Council's approach to measuring and evidencing productivity. Internal engagement across services, with Human Resources, staff and Trade Unions will continue as we develop our approach to managing productivity gains.

3.14 We will further explore the potential for task re-assignment across services and teams; the allocation of additional work; reviewing role requirements; retraining or redeployment; and where there may be a requirement to make service changes, in line with the Council's *Managing Workforce Change* policy.

4. Proposals

4.1 It is proposed that a further update is provided to Service and Performance Panel in October 2022, that includes:

- Progress on actual benefits being realised by projects;
- Productivity gains as a result of project delivery; and
- Progress in achieving the aims of the *South Ayrshire Way Strategic Change Programme*

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 Any impact on Council resource requirements as a result of benefits delivered by projects will be monitored on a project-by-project basis and will be for services to manage, with engagement with HR Service Advisors where relevant.

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 is a risk that if the recommendations are rejected, then the Council will not be able to deliver on its ten year transformation commitment and the South Ayrshire Way Strategic Change Programme or fulfil the recommendations outlined in the Best Value Audit, which will affect the reputation of the Council.

9. Equalities

9.1   The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. There are no significant potential positive or negative equality impacts of agreeing the recommendations and therefore an Equalities Impact Assessment is not required. A copy of the Equalities Scoping Assessment is attached as [Appendix 3](#).

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 all six Commitments of the Council Plan.

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.

14. Next Steps for Decision Tracking Purposes

14.1   If the recommendations above are approved by Members, the Assistant Director – Place 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
Provide a further update to the Service and Performance Panel including benefits proposals for all change projects	30 October 2022	Assistant Director - Place

Background Papers   **Report to Leadership Panel of 24 November 2020 – The South Ayrshire Way Strategic Change Programme – Preparing for the Future**

    Report to Leadership Panel of 26 October 2021 – The South Ayrshire Way Strategic Change Programme – Preparing for the Future

Person to Contact   **Louise Reid, Assistant Director – Place**
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Date: 7 June 2022

Appendix 1 – Best Value Audit and Council Success Indicator Actions and Progress

Source	Action/Indicator	Progress	Comments/update
BV Audit	Add greater detail about individual projects	Complete	All projects on the Change Programme have a detailed scope
BV Audit	Set clear timelines for each project	Complete	All projects on the Change Programme have a project plan with key milestones charting activity
BV Audit	Develop a benefits realisation tracker to assess whether the Council has achieved its aims	Complete	Benefit Realisation Plan approved by Strategic Change Executive and implemented across projects on the programme
Additional Council Success Indicator	Change programme Communication Strategy approved and implemented	Complete	Change Programme Communication and Engagement Strategy approved by Strategic Change Programme. This is being implemented in partnership with Corporate Communications
Additional Council Success Indicator	Benefits plans and tracking for all projects in current scope implemented	Complete	All projects on the Change Programme have benefit trackers in place.
Additional Council Success Indicator	Increase the percentage of projects at implementation /delivery phase from 60% (baseline Nov. 2021) to 80% by 30 June 2022	Complete	84% of projects on the Change Programme are currently at Implementation Stage (or complete)

Appendix 2 – Project Benefits

Table 1 – Benefits stage for projects

Benefit stage	Number of projects
1. Identification	4
2. Baseline and Proposal	9
3. Project Implementation	9
4. Benefits realisation	1

Table 2 – Benefits for projects at Stage 2 and beyond

	Project	Lead Service	Benefit
1	Children and Families projects	Children's Health, Care and Justice	• Reduction in the number of out of authority placements from 17 to 12 (target date by March 2023) • Reduction in cost of funding of out of authority placements by 30% (by March 2023)
2	Belmont Family First	Children's Health, Care and Justice	• Reduction in the number of statutory orders put in place by the Children's Reporter from Belmont School Cluster (by June 2023) • Increase in family's overall wellbeing scope from 73% to 85% (by June 2023) • Reduction in the percentage of Referrals to Ayr South and Ayr North Locality Teams from 49% to 20% (by June 2023)
3	Public Space CCTV Operating Model	Asset Management and CAT	• Reduction in public space CCTV maintenance costs by 40% (by August 2023). • Reduction in annual maintenance callouts from 38 to 10 (by August 2023).
4	Review of Commercial Bin Infrastructure	Neighbourhood Services	• Reduction in number of visible commercial waste bins in town centres from 158 to 75 (by March 2024) • Increase in town centre LEAM's scoring from 83.7 to 90 (by March 2024)
5	Facilities Management Service Review	Facilities Management	• Reduced staff turnover from 13% in 2020/21 to 11% (by March 2024). • Increase in free and paid school meals by 10% (by June 2023).
6	Foster Carer's Recruitment Campaign	Children's Health, Care and Justice	• Increase in number of carers from 0 to 5 (by June 2023) • Increase in the number of children cared for by foster carers from 0 to 5 (by June 2023)
7	Golf South Ayrshire Commercialisation	Destination South Ayrshire	• Increased revenue from sponsorship from £0 to £21,310 (by 2023).
8	In Cab Digitised Systems	Neighbourhood Services	• Reduced number of missed bins reported per month from 1076 to 150 (by March 2023) • Reduction of total process time from 32 Hrs 25 min to 27 Hrs 17 min (by March 2023) • Reduce associated costs for paper, printing, and admin consumables (by 25% by March 2023)
9	IoT Accelerator	Neighbourhood Services	• Reduction in the number of public complaints related to overflowing bins from 81 to 50 received (by December 2022) • Reduction in the number of planned visits to empty bins in pilot areas from 3 to 2 visits per week (by December 2022)

	Project	Lead Service	Benefit
10	Mechanical & Electrical Engineering In-Sourcing	Asset Management and CAT	• Reduction in related spend on consultancy by 30% (by March 2023)
11	Place Planning	Corporate	• Double the number of residents taking part in Place Planning (by 2023)
12	PM Work Scheduling	Property Maintenance	• Reduction in paper and related costs by 20% (by March 2023) • Reduction in fuel costs by 10% (by March 2023) • Reduction in costs to HRA by 3% (by March 2024)
13	New Street Cleaning Operating Model	Neighbourhood Services	• Increase in street cleaning LEAMs score from 84.1 to 95 • Reduced complaints received from public in relation to litter on streets and byways from 25 complaints received to 17 pa.
14	Cunningham Place Respite Resource	Children's Health, Care and Justice	• Increase in the number of independent living places in South Ayrshire from 13 to 14 (by March 2023)

i)   Cashable benefits are identified where there is a positive financial output from the project which could be in the form of income generation, budget reduction, efficiency saving or cost avoidance.

ii)   Quantitative benefits have a numerical value and relate to improved Service levels that can be baselined and measured.

iii)   Qualitative benefits relate to an improvement or enhancement in service provision that is descriptive rather than measured numerically

**South Ayrshire Council
Equality Impact Assessment
Scoping Template**

Equality Impact Assessment is a legal requirement under the Public Sector Duty to promote equality of the Equality Act 2010. Separate guidance has been developed on Equality Impact Assessment's which will guide you through the process and is available to view here: Equality Impact Assessment including Fairer Scotland Duty

Further guidance is available here: Assessing impact and the Public Sector Equality Duty: a guide for public authorities (Scotland)

The Fairer Scotland Duty ('the Duty'), Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on Councils to actively consider ('pay due regard to') how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. See information here: Interim Guidance for Public Bodies in respect of the Duty, was published by the Scottish Government in March 2018.

1. Policy details

Policy Title	South Ayrshire Way Strategic Change Programme
Lead Officer (Name/Position/Email)	Stuart MacMillan, Project Implementation Coordinator – stuart.macmillan@south-ayrshire.gov.uk

2. Which communities, groups of people, employees or thematic groups do you think will be, or potentially could be, impacted upon by the implementation of this policy? Please indicate whether these would be positive or negative impacts

Community or Groups of People	Negative Impacts	Positive impacts
Age – men and women, girls & boys	No	No
Disability	No	No
Gender Reassignment (Trans/Transgender Identity)	No	No
Marriage or Civil Partnership	No	No
Pregnancy and Maternity	No	No
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	No	No
Religion or Belief (including lack of belief)	No	No
Sex – gender identity (issues specific to women & men or girls & boys)	No	No
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	No	No
Thematic Groups: Health, Human Rights & Children's Rights	No	No

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage? (Fairer Scotland Duty). Consideration must be given particularly to children and families.

Socio-Economic Disadvantage	Negative Impacts	Positive impacts
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	-	-
Low and/or no wealth – enough money to meet Basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	-	-
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure/hobbies	-	-
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	-	-
Socio-economic Background – social class i.e. parent's education, employment and income	-	-

4. Do you have evidence or reason to believe that the policy will support the Council to:

General Duty and other Equality Themes Consider the 'Three Key Needs' of the Equality Duty	Level of Negative and/or Positive Impact (High, Medium or Low)
Eliminate unlawful discrimination, harassment and victimisation	No adverse impact identified. Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	No adverse impact identified. Low
Foster good relations between people who share a protected characteristic and those who do not. (Does it tackle prejudice and promote a better understanding of equality issues?)	No adverse impact identified. Low
Increase participation of particular communities or groups in public life	No adverse impact identified. Low
Improve the health and wellbeing of particular communities or groups	No adverse impact identified. Low
Promote the human rights of particular communities or groups	No adverse impact identified. Low
Tackle deprivation faced by particular communities or groups	No adverse impact identified. Low

5. Summary Assessment

Is a full Equality Impact Assessment required? (A full Equality Impact Assessment must be carried out if impacts identified as **Medium and/or High**)	**NO**

Rationale for decision: **This proposal does not directly impact on service delivery. If future work leads to amendments in policy then the need for a full Equality Impact Assessment will be considered**

Signed :   Stuart MacMillan   **Coordinator – Strategic Change Programme**

Date: 13 May 2022