

South Ayrshire Council

**Report by Assistant Director - Place
to Service and Performance Panel
of 25 October 2022**

Subject: South Ayrshire Way Strategic Change Programme

1. Purpose

- 1.1 The purpose of this report is to update the Service and Performance Panel on the progress of the South Ayrshire Way (SAW) Strategic Change Programme and benefits realisation.

2. Recommendation

2.1 It is recommended that the Panel:

- 2.1.1 notes the progress in delivering the SAW Strategic Change Programme and benefits status for projects ([Appendix 2](#));**
- 2.1.2 notes the forecast benefits for projects ([Appendix 3](#));**
- 2.1.3 notes actual benefits delivered by those projects at benefits Stage 4; and**
- 2.1.4 approves a further update to the Service and Performance Panel in 12 months' time, in accordance with reporting arrangements.**

3. Background

- 3.1 The recent Best Value Audit of the Council undertaken by the Audit Commission identified actions required to improve the Council's approach to business change and transformation activity. These recommendations centred around taking a project approach to delivering business change and transformation. In addition to these actions, the Council identified additional success indicators which are included in [Appendix 1](#) along with the Best Value Audit recommendations. All indicators have been achieved ahead of set timescales.
- 3.2 Since its launch in June 2021, the number of projects in scope has increased from 22 to 33. [Appendix 2](#) details the benefits status for projects.
- 3.3 The Strategic Change Programme Office is resourced by a Project Implementation Coordinator and four Project Officers. One of the Project Officer posts is currently vacant due to two unsuccessful recruitment attempts. Options for recruiting this post are currently being considered.

- 3.4 All of the projects on the Change Programme are required to complete benefit trackers as part of the Benefit Management Process, as outlined below:
- Stage 1: Identification – establishing high level benefits;
 - Stage 2: Baseline and proposal – identifying cashable, qualitative and quantitative benefits, baselining benefits and input to tracker;
 - Stage 3: Project Implementation – confirming the benefits management approach and signing off tracker; and
 - Stage 4: Benefits Realisation – track delivery of benefits and embed project and change activity.
- 3.5 Officers are working with project teams to propose benefits, baseline activity and report progress. Challenges have been identified in extracting accurate baseline data and information to support this part of the process, however officers are working collaboratively with other Services, such as Finance, to assist in accelerating this process.
- 3.6 Delivery challenges have also been experienced by projects on the Programme over recent months. These challenges mainly relate to staff absences and other Service priorities that result in delays to project delivery and implementation. Verification of end benefits is not expected to be impacted by these delays.
- 3.7 The Council has invested in new tools and techniques to support the delivery of the Change Programme. Software has been procured that enables better measurement of productivity improvements which projects are delivering. The team has been working with Services across the Council and sharing expertise and knowledge of the system. This is allowing Council Services to review the way they work and introduce more effective processes.
- 3.8 An initial presentation to the Trade Union Liaison Group has taken place which provided an overview of the Programme's approach to delivering change and benefit realisation. A follow-up session will take place in October that provides more detail on individual projects. In addition, a programme of drop-in sessions is underway. These sessions help inform staff about projects on the programme and the tools and techniques being used to deliver business change across the Council.
- 3.9 Project benefits are detailed and monitored in benefit trackers. Benefit trackers are in place for 17 projects on the Programme. Benefits for these projects are detailed in [Appendix 3](#).
- 3.10 Four projects have progressed to Stage 4 - Benefits Realisation. These projects have achieved, or are on track to achieve, the following benefits:
- The Mechanical and Electrical Engineering In-House Recruitment project is on track to achieve the projected reduction in consultancy costs of £42,000. The recruitment of the two engineers is also accelerating projects to support Council's Net Zero approach, such as deployment of Building Energy Management System which will enable the Council to monitor and control energy more effectively
 - Place Planning (Community Conversations) project has increased the number of South Ayrshire residents involved in Place Planning from 340 to 1,163

- The CCTV project is installing new, state of the art CCTV technology and is on track to achieve a reduction in annual maintenance from £39,000 to £20,000. Yearly reported faults are also forecast to reduce by 75% from 38 to below 10.
- Project support was also provided to Neighbourhood Services in managing the situation with Ayr and Troon cemeteries: a structured and analytical project approach was implemented which established mechanisms to support the delivery needs of the project for the Service, its staff and stakeholders.

4. Proposals

- 4.1 Focus over the coming period will be on continuing to progress projects into benefits actualisation. Seven projects are expected to complete and move to Stage 4 Benefit Realisation before year end, including Property Maintenance Mobile Work Scheduler, InCab Digitised Devices and Future Operating Model projects.
- 4.2 As the Programme is moving towards a steady state and delivering projects, officers from the team will be developing ways for Council staff, who can see the benefits of implementing change and new ways of working, to suggest and bring forward project ideas and innovation. For example, a platform for submitting ideas to the team, workshop sessions for Services to generate project ideas, and utilising corporate communication channels to promote examples of good practice business change.
- 4.3 This will include case studies of how officers and project teams have worked collaboratively to map out and deliver productivity gains. Officers are utilising software which captures and calculates changes in productivity by mapping existing processes and comparing the improvements with the change being implemented. Officers will continue to work with Services to plan out approaches and activity when productivity gains are identified.
- 4.4 A further update to include actual benefits realised will be provided to the Service and Performance Panel in 12 months' time, in accordance with reporting arrangements approved by the Leadership Panel.

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.

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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 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.

Background Papers **Report to Service and Performance Panel of 29 March 2022 – [South Ayrshire Way Strategic Change Programme – Preparing for the Future](#)**

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

Source	Action/Indicator	Progress
BV Audit	Add greater detail about individual projects	Complete
BV Audit	Set clear timelines for each project	Complete
BV Audit	Develop a benefits realisation tracker to assess whether the Council has achieved its aims	Complete
Additional Council Success Indicator	Change programme Communication Strategy approved and implemented	Complete
Additional Council Success Indicator	Benefits plans and tracking for all projects in current scope implemented	Complete
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

Appendix 2 Benefits status for change projects

Project title	Date project added to Programme scope	Benefits status	Date project moved to Stage 4
Mechanical & Electrical Engineering in sourcing	1-Jun-21	Stage 4 - Benefit Realisation	24 Mar 22
Public Space CCTV Operating Model	1-Jun-21	Stage 4 - Benefit Realisation	19 Sept 22
Place Planning (Community Conversations)	1-Jun-21	Stage 4 – Benefit Realisation	30 Jun 22
Ayr and Troon cemeteries	24-Jun-22	Stage 4 – Benefit Realisation	12 Aug 22
Facilities Management Service Review	1-Jun-21	Stage 3 – Project Implementation	
Signs of Safety	1-Jun-21	Stage 3 – Project Implementation	
Cunninghame Place Respite Resource	1-Jun-21	Stage 3 – Project Implementation	
IoT Accelerator	1-Jun-21	Stage 3 – Project Implementation	
Roll out and adoption of PM Mobile Work Scheduling system	1-Jun-21	Stage 3 – Project Implementation	
Foster Carers Recruitment Campaign	1-Jun-21	Stage 3 – Project Implementation	
Whole Family Whole System approach	1-Jun-21	Stage 3 – Project Implementation	
In Cab Digitised Systems development	1-Jun-21	Stage 3 – Project Implementation	
Golf South Ayrshire Commercialisation Project	27-Jan-22	Stage 3 – Project Implementation	
The Promise	27-Jan-22	Stage 3 – Project Implementation	
New Street Cleaning Operating Model	1-Jun-21	Stage 2 – Baseline and Proposal	
Transforming the Estate	1-Jun-21	Stage 2 – Baseline and Proposal	
Oracle	1-Jun-21	Stage 2 – Baseline and Proposal	
Housing Customer Self-Service systems development	1-Jun-21	Stage 2 – Baseline and Proposal	
Net Zero Action Plan & Implementation	1-Jun-21	Stage 2 – Baseline and Proposal	
Review of Commercial Bin infrastructure	1-Jun-21	Stage 2 – Baseline and Proposal	
Implementation of the Future Operating Model	27-Jan-22	Stage 2 – Baseline and Proposal	
Future Operating Model Additionality	27-Jan-22	Stage 2 – Baseline and Proposal	
Housing Asset Management System	1-Jun-21	Stage 1 - Identification	
New Waste Transfer and Green Waste Station	1-Jun-21	Stage 1 - Identification	

Project title	Date project added to Programme scope	Benefits status	Date project moved to Stage 4
Asset Management Service Review	27-May-22	Stage 1 - Identification	
Economy and Regeneration Service Review	27-May-22	Stage 1 - Identification	
Building Based Services	27-May-22	Stage 1 - Identification	
Gas Central Heating In-House Provision	27-May-22	Stage 1 - Identification	
Trauma Informed and Responsive South Ayrshire	24-Aug-22	Stage 1 - Identification	
Scotland Loves Local LACER project	24-Aug-22	Stage 1 - Identification	
Corporate Booking System	24-Aug-22	Stage 1 - Identification	
Property Maintenance Service Review	24-Aug-22	Stage 1 - Identification	
South Ayrshire Council Wedding Venues	24-Aug-22	Stage 1 - Identification	

Appendix 3 – Approved cashable and quantitative benefits

	Project	Lead Service	Benefit
1	Children and Families projects	Children and Families	Reduction in the number of out of authority placements from 17 to 12 by March 2023 Reduction in cost of funding out of authority placements by 30% by March 2023
2	Belmont Family First	Children and Families	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 score 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	CCTV	Asset Management and CAT	Reduction in estate maintenance costs by 40% by August 2023. Reduction in annual maintenance callouts from 38 to 10 by August 2023.
4	Commercial bins	Neighbourhood Services	Reduction in number of visible commercial waste bins in town centres from 158 to 75 by March 2024 Increase in town centre LEAMs 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 from by 10% by June 2023.
6	Foster Carer’s Recruitment Campaign	Children and Families	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	Health and Wellbeing	Increased revenue from sponsorship from £0 to £21,310 by 2023 (estimated). Increase in member and non-member rounds played from 53,500 to 55,000
8	In Cab digital Devices	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. Reduced associated costs for paper, printing, and admin consumables by 25% by March 2023
9	IoT Accelerator pack pilot	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	M&E In-Sourcing	Asset Management and CAT	Reduction in spend on consultancy by 30% by March 2023
11	Place Planning	Corporate	Increase in number of residents taking part in Place Planning from 340 participants in 2019 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 3.6% 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.
14	The Promise Action 4 Trauma Informed	HSCP	Reduction in staff absences by 10% from a recorded total of 5,233 (2019-2020).
15	Our new way of working	Corporate	Reduction in transport costs of 25% Reduction in administration costs of 25%
16	Transforming the Estate	Asset Management and CAT	This will be confirmed upon approval of Phase 2 of the work programme.

- 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