

South Ayrshire Council

**Report by Assistant Director - Place
to Service and Performance Panel
of 29 March 2022**

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

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 establishing and delivering the SAW Strategic Change Programme and current projects in scope (attached at Appendix 1 (Table A));

2.1.2 notes the approach to managing and realising benefits as outlined in the Benefits Realisation Plan (attached at Appendix 2);

2.1.3 notes development and implementation of Benefits Trackers (attached at Appendix 3) for each project; 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 - *'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 by:*

i) adding greater detail about individual projects;

ii) setting clear timelines for each project; and

iii) developing a benefits realisation tracker to assess whether the Council has achieved its aims.'

- 3.2 As well as meeting the current recommendations in the BVA, the Council has proposed additional success indicators as part of the BV Action Plan including:
- change programme Communication Strategy approved and implemented;
 - benefits plans and tracking for all projects in current scope implemented (target date June 2022); and
 - increase the percentage of projects at implementation/ delivery phase from 60% (baseline Nov. 2021) to 80% (target date March 2022).
- 3.3 As at 02 March 2022, all BV actions are on track. The Communication Strategy has been implemented and 86% of projects are at implementation/ delivery stage.
- 3.4 In February 2022, 4 new projects were approved for inclusion within the programme: i) Implementation of the Future Operating Model and ii) Future Operating Model Additionality (identifying third party goods and contract savings); iii) Golf Commercialisation and; iv) The Promise, taking the total number of projects in scope to 23. The list of projects is provided at Appendix 1 (Table A).
- 3.5 Important progress has been made by officers in moving projects into delivery and implementation and defining project benefits. Of the 23 projects within the current scope, 19 are at implementation stage and 3 projects are at the planning stage.
- 3.6 A Benefits Realisation Plan has been developed and approved by the Strategic Change Executive. The Plan provides an overview of the benefits management process, the benefits delivery model including roles and responsibilities; benefits reporting, assurance and lists ways of maximising change adoption. The Plan can be viewed at Appendix 2.
- 3.7 The four stage Benefits Management Process provides the framework for developing and realising project benefits, 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
 - Stage 4 Benefits Realisation – track delivery of benefits and embed project and change activity
- 3.8 A sample Benefits Tracker is also included within the Benefits Realisation Plan (see Appendix 3) and a Benefits Tracker is a key requirement for all projects.
- 3.9 The Strategic Change Programme Office is working with project teams and finance colleagues to input to benefits trackers using available baseline data and Engage Process Modeller software to support identification of measurable cashable, qualitative and/ or quantitative benefits.
- 3.10 Appendix 1 (Table B) shows the relevant benefits stage for each of the projects. Benefits are further quantified in benefits trackers.

4. Proposals

- 4.1 Evidencing the impact of each of the projects is a key focus of activity for the Change Team and it is anticipated benefits proposals will be available for all 23 projects, with an update provided to the Leadership Panel in June 2022, and as committed to as part of the BV audit actions.
- 4.2 Initial work has identified a number of productivity gains where the implementation of new processes will result in increased outputs and time savings, which may result in a requirement for reduced resource. This will be further clarified in the update to Leadership Panel in June 2022. The new software (currently on a trial period) is enabling the Council to evidence the forecast change and improvements delivered.
- 4.3 A further update 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.

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 the rejection of 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 (include details if yes, including details of feedback and account taken of it).

13.2 Consultation has taken place with Councillor Peter Henderson, Portfolio Holder for Corporate, and Councillor Brian McGinley, Portfolio Holder for Resources and Performance, and the contents of this report reflect any feedback provided.

Background Papers **Report to Leadership Panel of 15 February 2022 – [The South Ayrshire Way Strategic Change Programme – Preparing for the Future](#)**

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Table A: Status of Current Projects in Scope

Project title	Status
New Street Cleaning Operating Model	Planning
Review of Commercial Bin infrastructure	Planning
Housing Asset Management System	Planning
Cunninghame Place Respite Resource	Implementation
Whole Family Whole System approach	Implementation
Signs of Safety	Implementation
Foster Carers Recruitment Campaign	Implementation
Net Zero Action Plan & Implementation	Implementation
New Waste Transfer and Green Waste Station	Implementation
Public Space CCTV Operating Model	Implementation
Facilities Management Service Review	Implementation
Roll out and adoption of PM Mobile Work Scheduling system (by other services)	Implementation
Housing Customer Self-Service systems development	Implementation
In Cab Digitised Systems development	Implementation
IoT Accelerator	Implementation
Oracle	Implementation
Transforming the Estate	Implementation
Place Planning	Implementation
The Promise	Implementation
Golf South Ayrshire Commercialisation Project	Implementation
Future Operating Model Additionality	Implementation
Implementation of the Future Operating Model	Implementation
Mechanical & Electrical Engineering in sourcing	Closed

Table B: Benefit Realisation Stage of each Project on the Programme

Project title	Benefit Realisation Stage
Cunninghame Place Respite Resource	Stage 1 - Identification
Whole Family Whole System approach	Stage 1 - Identification
Signs of Safety	Stage 1 - Identification
Foster Carers Recruitment Campaign	Stage 1 - Identification
Net Zero Action Plan & Implementation	Stage 1 - Identification
New Waste Transfer and Green Waste Station	Stage 1 - Identification
New Street Cleaning Operating Model	Stage 1 - Identification
Public Space CCTV Operating Model	Stage 1 - Identification
Review of Commercial Bin infrastructure	Stage 1 - Identification
Housing Customer Self-Service systems development	Stage 1 - Identification
Transforming the Estate	Stage 1 - Identification
Housing Asset Management System	Stage 1 - Identification
The Promise	Stage 1 - Identification
Golf South Ayrshire Commercialisation Project	Stage 1 - Identification
Future Operating Model Additionality	Stage 1 - Identification
Implementation of the Future Operating Model	Stage 1 - Identification
IoT Accelerator	Stage 2 - Baseline and Proposal
Oracle	Stage 2 - Baseline and Proposal
Facilities Management Service Review	Stage 2 - Baseline and Proposal
In Cab Digitised Systems development	Stage 2 - Baseline and Proposal
Roll out and adoption of PM Mobile Work Scheduling system (by other services)	Stage 2 - Baseline and Proposal
Place Planning	Stage 2 - Baseline and Proposal
Mechanical & Electrical Engineering in sourcing	Stage 3 - Project Implementation

South Ayrshire Way Change Programme

Benefits Realisation Plan

Version 1.0 Date 20 August 2021

Content

1. Background
2. Benefits overview
3. Roles and responsibilities
4. Benefits Management Process
5. Benefits reporting
6. Assuring the benefits process
7. Change adoption
8. Appendices – Benefits Tracker

Background

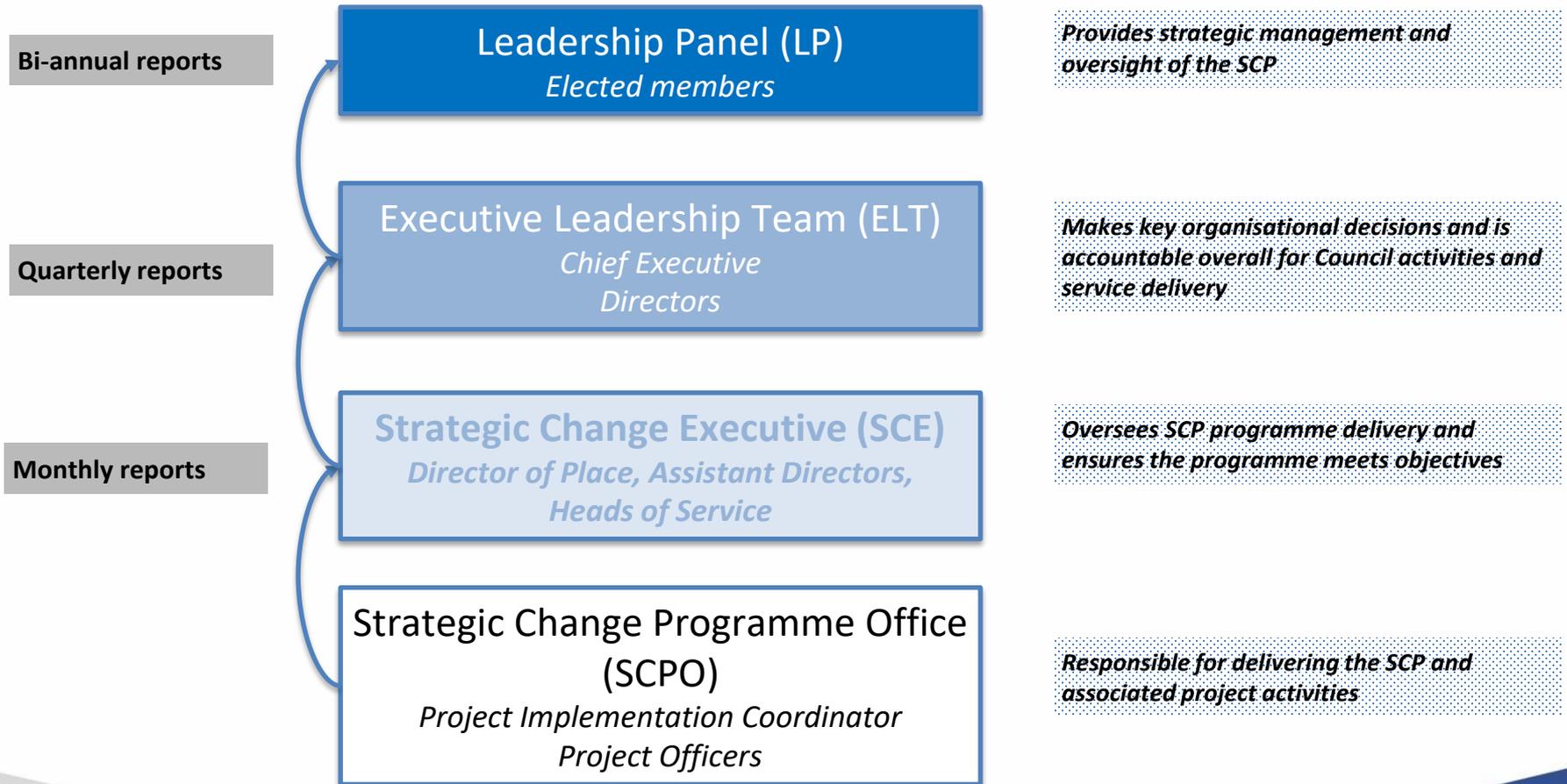
SAW Strategic Change Programme

*The South Ayrshire Way Strategic Change Programme is an extension of the South Ayrshire Way which goes beyond values and behaviours and challenges our way of working, **driving organisational change and improvement** while **maintaining or improving outcomes for our communities**.*

The following high-level themes provide an overarching framework for change activity:

1. *Delivering Council Plan priorities* – focusing our services and expenditure on activities that support the Council Plan priorities;
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. *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;
4. *Digitally confident* – doing more online and being more efficient in our processes;
5. *Maximising the use of our assets* – working with communities to support them to make best use of their local assets; and
6. *A workforce for the future* – ensuring an engaged, empowered and informed workforce with the skills necessary to deliver the Council priorities.

Change Programme governance and reporting



Benefits overview

Benefits definition

“A benefit is a measurable improvement resulting from an outcome perceived as an advantage by stakeholders”

- Benefits management supports the identification and defining of realistic benefits to be gained from projects and programmes
- It ensures benefits (cashable and non-cashable) lead the programme
- Ensures realisation of benefits is managed, tracked and recorded
- Maintains links to organisations strategic objectives, vision and outcomes

Benefits are seldom realised unless they, and business changes, are proactively managed during the life cycle of the project or programme.

Types of benefit delivered by the programme

The SAW Change Programme will deliver cashable and non-cashable benefits at individual project level to cumulatively achieve programme benefits

Type of benefit	<i>End benefit examples</i>
Cashable	<ul style="list-style-type: none">• Cost avoidance• Budget reduction• Efficiency saving• Income generation
Quantitative	<ul style="list-style-type: none">• These benefits have a numerical value and relate to increased service and response levels through business change activity• The impact on workforce productivity will vary by project and the changes made to systems, processes and procedures
Qualitative	<ul style="list-style-type: none">• These benefits relate to an improvement or enhancement of service levels through the delivery of business change activity• Each project will establish the improvements or enhancements expected to service delivery.

Benefits delivery model

- The Programme Executive is overall responsible for the delivery of the change programme ensuring projects meet their objectives and benefits are realised
- The Strategic Change Programme Office delivers the outputs of the projects, supports benefits identification and delivers the change capacity.
- Services identify requirements to change, define the scope of the change and ensure change is embedded and benefits maximised

Programme Executive
(SCE, ELT, Council
Leaders)

*Delivers the change and
ensures benefits are
realised*



*Identifies and embeds
change and maximises
benefits*

Services
(Service/ Business Leads,
service users)

Strategic Change
Programme Office
(Project Officers, corporate
support, SME's, suppliers)

*Delivers the change
capacity and project
outputs*

Roles and responsibilities

Role	Key benefits management responsibilities
<i>Strategic Change Executive</i>	<ul style="list-style-type: none"> • Ensure the SAW Change Programme has a ‘benefits-led’ approach • Definition and monitoring of benefits throughout programme and benefits realisation period
<i>Senior Responsible Owner (SRO) for the change project</i>	<ul style="list-style-type: none"> • Accountable for ensuring projects deliver outputs and benefits are realised
<i>Service/ Business Lead</i>	<ul style="list-style-type: none"> • Delivering and supporting the introduction of changes • Reviewing progress, managing benefits realisation, measuring performance and adapting to change • Supporting change management and adoption
<i>Strategic Change Programme Office/ Project Officer</i>	<ul style="list-style-type: none"> • Delivering project outputs and change capability • Work with services to support benefits baselining and profiling • Support benefits tracking process
<i>Service users</i>	<ul style="list-style-type: none"> • Providing feedback and information on the customer experience and on changes to processes or service delivery

Role	Key benefits management responsibilities
<i>Finance</i>	<ul style="list-style-type: none"> • Verify any financial information provided to support benefits realisation for baselining activity and generating targets • Contribute to and oversee finance input to Benefits Trackers • Share budget data with SRO's, Service Leads and Strategic Change Executive to assess and improve change adoption rates and support benefits realisation
<i>Council services with responsibility for data collection and service evaluation</i>	<ul style="list-style-type: none"> • Provide access to centrally held data to help baseline activity and help assess qualitative and quantitative impacts of change activity on services • Inform and provide the programme and projects with access to data collection tools to support benefits realisation and; • Help avoid a duplication of effort to derive performance data
<i>Internal Audit</i>	<ul style="list-style-type: none"> • Provide clarification, information and guidance on governance frameworks and best practice approach • Conduct audit reviews • Provide assurance on ongoing business justification and programme being managed to deliver benefits
<i>Communications & Organisational development</i>	<ul style="list-style-type: none"> • Lead on delivery of internal and external communication • Work with services to support behavioural change and identify training or development requirements for staff and users • Help to identify further barriers to change/ cause of failure to realise benefits and propose ways to support change adoption

Role of the Service/ Business Lead in benefits realisation

The role of the Service/ Business Lead should be made clear at the outset and form part of the briefing on project roles and responsibilities.

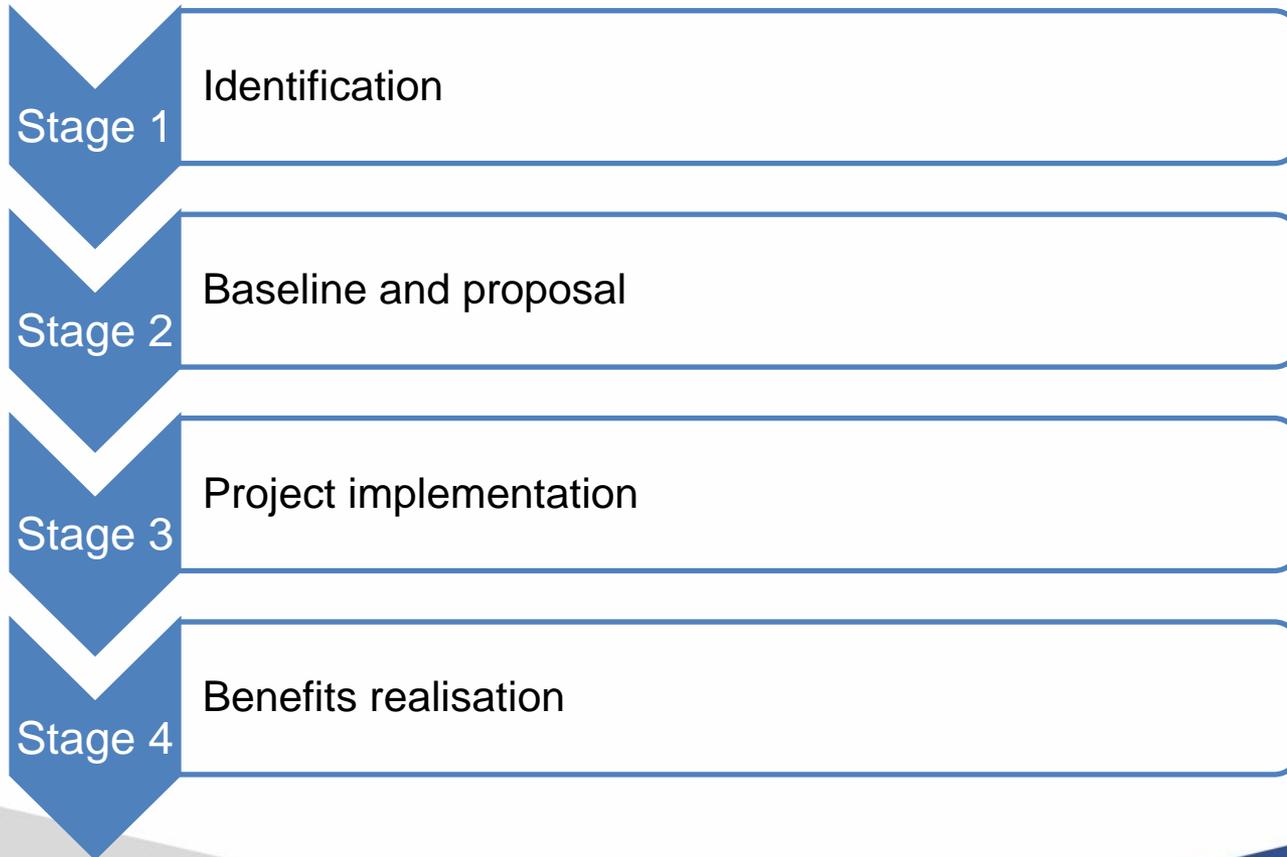
The Service/ Business Lead:

- Leads on consultation with the wider organisation
- Supports the development of specifications including baselines, KPIs and any other supporting documentation
- Is responsible for assisting ongoing and day to day benefits management for the duration of the project
- Assists in organisational behavioural change activities to support change adoption
- Supports identification and implementation of remedial actions to realise benefits
- Manages benefits monitoring and input to tracker as required

Benefits Management Process

4 Stage Benefits Management Process

The Service/ Business Lead is responsible for benefits identification and profiling.
The 4 Stage Benefits Management process is set out below.



Benefits Management Process

<i>Stage 1 - Identification</i>	<ul style="list-style-type: none"> • Establish potential high level benefits to be delivered by the project • Include high level benefits in the Project Scope summary
<i>Stage 2 – Baseline and proposal</i>	<ul style="list-style-type: none"> • Project Scope approved • Development of a baseline ‘as-is’ and ‘to-be’ future state • Identify cashable, qualitative and quantitative benefits • Confirm benefits Roles and Responsibilities • Input to Benefits Tracker
<i>Stage 3 - Project implementation</i>	<ul style="list-style-type: none"> • Develop KPI’s and identify reporting mechanisms for measuring benefits • Define expected service/ supplier performance levels • Confirm the benefits management approach and target dates • Complete and sign off Benefits Tracker • Complete and sign off the End of Project Report
<i>Stage 4 – Benefits realisation</i>	<ul style="list-style-type: none"> • Embed project and change activity as business as usual • Monitor KPI’s • Track delivery of benefits • Identify additional benefits not already captured • Report on benefits realisation • Ensuring change is adopted

Note - some projects may begin to realise benefits at Stage 3

Benefits tracker

A Benefits Tracker for each project will provide:

- ✓ Instructions on completion including the 4 stage process for benefits management
- ✓ Name of the project and key project roles and responsibilities
- ✓ Statement on high level benefits

Data sets:

- ✓ Benefit ID
- ✓ Description of the measurable benefit
- ✓ Type of benefit (e.g. cashable, non-cashable (qualitative/ quantitative))
- ✓ Baseline/ current performance
- ✓ Key Performance Indicator for the change in service delivery or desired behaviour
- ✓ Evaluation method (How the benefit will be measured)
- ✓ Benefits owner
- ✓ Frequency of measurement
- ✓ Reporting method and frequency
- ✓ Target date for benefits realisation
- ✓ RAG status and review date
- ✓ Actual date realised
- ✓ Approval authority (date benefit realisation signed off)

End Project Report

At Stage 4 (Benefits realisation), each project transitions to 'Business As Usual'. The End of Project Report will ensure maximum benefits realisation by confirming roles and responsibilities and obligations once the project has gone live.

The End of Project Report:

- Supplies stakeholders with the information required to effectively transition the project into a live solution
- Provides clarity on the ongoing roles and responsibilities regarding benefits realisation
- Provides access to supplementary information to support benefits realisation including contract and service management, information on suppliers, system functionality and operating models.

RACI (Responsible, Accountable, Consulted, Informed):

- The Project Officer works with the Business Lead to draft the EPR
- The EPR is assured by the Project Coordinator and Project Sponsor
- The EPR is approved by the Strategic Change Executive

Benefits reporting

Benefits reporting

Each project Benefits Tracker will define the method and frequency of benefits reporting for that respective project.

In addition, the Strategic Change Programme will report the cumulative programme benefits via:

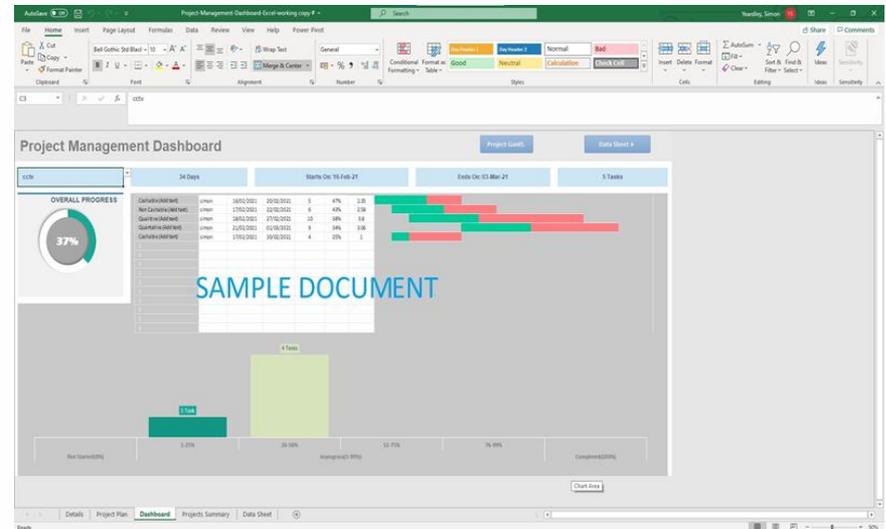
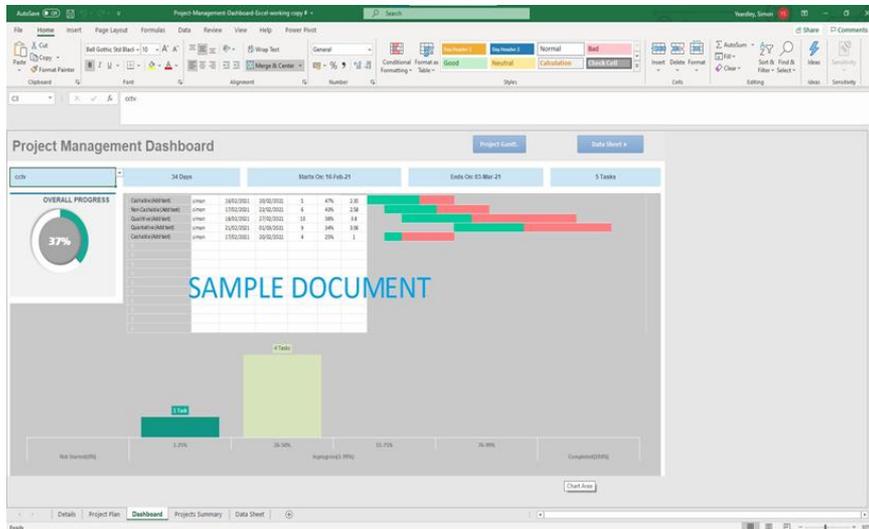
- The Strategic Change Executive - It is proposed that a quarterly update is provided to the SCE on cashable, non-cashable/ qualitative and quantitative benefits delivered by the programme
- Executive Leadership Team – also quarterly
- And bi-annually to the Council's Leadership Panel and Service & Performance Panel
- Benefits reports can also be shared with services (including corporate services such as the Council's finance and communications services)

Benefits reporting at programme level is the responsibility of the Change Programme's Senior Responsible Owner (Director of Place).

Reporting format

The Benefits Report will cover:

- Progress towards benefits actualisation for individual projects – forecast vs actual
- Cashable and non-cashable (qualitative and quantitative)
- RAG status including 'not yet started'; 'in progress'; 'completed'
- Cumulative benefits for the programme



Ideally, population of the Benefits Report will be linked to datasets in Benefits Trackers and automated to save time and resource and ensure accuracy.

Assuring the benefits process

Benefits assurance

Assurance of the benefits management process will be supported by South Ayrshire Council's internal audit function.

The aim of assurance is to:

- Provide clarification, information and guidance on governance frameworks and best practice approach
- Provide assurance on ongoing business justification and programme being managed to deliver benefits

Reviews will be conducted at key decision points and based on a review of programme documentation and interviews with a range of stakeholders.

Change adoption

Sustaining the change

Organisational culture, supported by effective change management and organisational development is a fundamental contributor to the achievement of sustainable transformation.

Once projects have been implemented and are in the benefits realisation stage, the focus should be on sustaining the benefits of the change.

Change management activities may include:

- Stakeholder engagement
- Development and delivery of internal and external communication strategies and activities to enforce and educate on new ways of working
- Supporting behavioural change and identifying and delivering training or development requirements for staff and users
- Performing root cause analyses of barriers to change/ cause of failure to realise benefits and proposing ways to support change adoption

Examples of change adoption activity

- Creating excitement and anticipation that guides individuals toward a positive response to change
- Using spotlights or announcements to keep colleagues informed about key dates, features, process, upcoming events, etc.
- Using video to communicate a message from management about change, demo key features and show how the change will improve productivity
- Articles on the intranet and various other communication methods (Yammer, Office 365 Groups, department team sites, etc.)
- Contests relating to the change to encourage participation
- Scheduling live events to encourage excitement, showcase of upcoming trainings that are available, announcing champions etc.
- Employee onboarding and induction training on new systems
- Include takeaways available that will aid in adoption — quick reference guides, experts to answer questions, additional trainings, support site, etc.
- Host ongoing trainings/presentations to keep end users engaged and informed.
- Monthly lunch and learns
- Teaching Tuesdays
- On-demand weekly or monthly live webcasts (with expert Q&A)
- Quarterly knowledge share sessions

Appendices

Benefits Tracker

Appendix 3

1	2	3	4	5	6	7	8	9	10
<i>Insert a reference for tracking the benefit</i>	<i>Provide a description of the benefit, including information on any stakeholders positively affected by the benefit</i>	<i>Choose whether the benefit is qualitative or quantitative. You may not have measurement data for qualitative benefits.</i>	<i>Starting figure or measurement which will be used for comparison purposes</i>	<i>State the source of the baseline and system used to capture the information</i>	<i>KPI for the change in service delivery (cash/non-cash) Figure or measurement you aim to achieve</i>	<i>KPI for the change in service delivery Figure or measurement you aim to achieve</i>	<i>Date you expect to realise the benefit</i>	<i>Describe how data will be captured and measured i.e. satisfaction survey, budget reports etc.</i>	<i>Person responsible for ensuring the realisation of this benefit</i>
Benefit Ref ID	Description of Measurable Benefit	Benefit Type	Baseline / Current Performance	Source	Target (financial)	Target (non financial)	Target Date	Method for measuring benefit	Benefits Owner

11	12	13	14	15	16	17	18	19
<i>State how often progress will be measured</i>	<i>State how progress will be reported, e.g. system download, Word document, Screen Shot</i>	<i>State how often progress on the benefit will be reported</i>	<i>Is the benefit on track to being delivered, or is further action necessary?</i>	<i>Provide the date of the last review of progress</i>	<i>Provide information on remedial actual if benefit is off track</i>	<i>Data/Final measurement at point of realisation</i>	<i>Date on which the benefit has been realised (measurable data should confirm this)</i>	<i>Provide name and role of individual(s) who have approved and signed off the benefit</i>
Frequency of Measurement	Reporting method	Reporting frequency	RAG Status	RAG Status Date	Comment on RAG status	Actual Achieved	Actual Date Realised	Approval authority