

South Ayrshire Council

**Report by Director of Strategic Change and Communities
to Cabinet
of 20 June 2023**

Subject: South Ayrshire Way Strategic Change Programme

1. Purpose

- 1.1 The purpose of this report is to seek approval from Cabinet on the revised scope of the South Ayrshire Way Strategic Change Programme and updated reporting schedule.

2. Recommendation

2.1 It is recommended that the Cabinet:

- 2.1.1 notes and agrees the revised programme of projects in [Appendix 1](#); and**
- 2.1.2 notes and agrees that further updates on the Programme will go to the Service and Partnerships Performance Panel.**

3. Background

- 3.1 The Audit Commission's Best Value Audit in 2021 identified improvement actions for the Council's approach to transformation and business change. While the Audit Commission welcomed the introduction of the Strategic Change Programme, greater detail of the projects, clear timelines and plans for each project and implementing benefit trackers for each project were key recommendations from the Commission's findings.
- 3.2 The Strategic Change Programme was launched in June 2021 to develop and deliver business change projects across the Council. The Strategic Change Programme Office is resourced by a Project Implementation Coordinator and Project Officers. Each project on the Programme is assigned to a Project Officer who provides support depending on the nature of the project: from light touch assistance to full project delivery. The number of projects in scope has increased from 22 at launch date to 35 in January 2023.
- 3.3 All of the projects on the Programme are required to complete benefit trackers as part of the Benefit Management Process. This ensures that each project, regardless of the support provided by the project officer, is able to define the benefits that the project will aim to achieve. This also reinforces the key characteristic of the Council's Change Programme being 'benefits led'.

4. Proposals

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

4.1.1 a service review of Strategic Change Team and Organisational Development with a combined saving target of £100,000; and

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

4.2 In January 2023, one of the team's project officers was successful in obtaining a promoted post within the Council. This vacant post will be put forward as a permanent reduction in staffing achieving a saving of £50,000 and contributing to the target outlined in 4.1.1.

4.3 The introduction of the savings target for the team means a change in focus in how projects are developed and delivered. Combined with the reduction in FTE for the team it has necessitated a review of the projects on the Programme to ensure that the team is best positioned to deliver its new target.

4.4 [Appendix 1](#) contains a list of the proposed projects that will remain on the programme to completion and those which will be de-scoped. The review proposes that eleven projects will be maintained on the programme, 8 will be accelerated to completion and 14 will be de-scoped from the Programme. At the Strategic Change Executive meeting in May three new projects were approved for addition to the Programme, taking the total number of projects on the Programme to 14:

- Process Automation – Phase 1;
- Manual Timesheet Replacement; and
- Good Food Nation.

4.5 It is also proposed that future updates of the Strategic Change Programme will be made bi-annually to the Service and Partnerships Performance Panel to ensure scrutiny of the Programme and its activity. Significant changes to the Programme scope will continue to be brought before Cabinet for decision.

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 There are no financial implications with adopting the recommendations in this report. The Programme team is working closely with Finance colleagues to explore cashable benefits for existing and new projects that will contribute to the Programme's savings target.

7. Human Resources Implications

7.1 The reduction in FTE for the Programme team is a permanent reduction in staffing levels for the Council. With the proposed reduction in programme scope to primarily

focus on projects with cashable benefits the reduction in FTE will not impact on existing team members.

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 The risks with rejecting the recommendations are that the Council is unable to benefit from opportunities to transform its estate and better meet the needs of residents and the Council.

9. Equalities

9.1 The proposals in this report have been assessed through the Equality Impact Assessment Scoping process. At this stage, 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 2](#).

9.2 Individual projects will carry out Equality Impact Assessments as their business cases are developed and advanced.

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 Priority 4 of the Council Plan: Efficient and effective enabling services.

13. Results of Consultation

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

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

14/

14. Next Steps for Decision Tracking Purposes

- 14.1 If the recommendations above are approved by Members, the Director of Strategic Change and Communities 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 Cabinet in the 'Council and Cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<i>Implementation</i>	<i>Due date</i>	<i>Managed by</i>
Provide update on Strategic Change Programme to Service and Partnerships Performance Panel	21 November 2023	Director of Strategic Change and Communities

Background Papers **Report to Service and Performance Panel of 25 October 2022 – [South Ayrshire Way Strategic Change Programme](#)**

Persons to Contact **Kevin Anderson, Service Lead – Performance, Policy and Community Planning**
County Buildings, Wellington Square, Ayr, KA7 1DR
E-mail: kevin.anderson@south-ayrshire.gov.uk

Stuart MacMillan, Coordinator – Strategic Change Programme
County Buildings, Wellington Square, Ayr, KA7 1DR
E-mail: Stuart.MacMillan@south-ayrshire.gov.uk

Date: 12 June 2023

Appendix 1 – Proposed Project List

Project title	Proposal	Reason
The Promise	Maintain	At benefits realisation stage
PM Mobile Work Scheduling system	Maintain	Implementation stage and cashable benefits
Corporate Recharging	Maintain	High productivity benefits
Housing Customer Self-Service systems development	Maintain	Potential cashable benefits
South Ayrshire Council Wedding Venues	Maintain	Potential cashable benefits
Fleet Review and Delivery Model	Maintain	Potential cashable benefits
Parents Portal	Maintain	Potential cashable benefits
Contact Centre and Telephony Solution	Maintain	Potential cashable benefits
Dolphin House	Maintain	Potential cashable benefits
Active Communities	Maintain	Potential cashable benefits
Roads Operating Model	Maintain	Strategic review
Corporate Booking System	De-scope	No longer a corporate priority
Asset Management Service Review	De-scope	Replacing type of support provided
Net Zero Action Plan & Implementation	De-scope	Project governance support handed over
Economy and Regeneration Service Review	De-scope	Replacing type of support provided
Cunninghame Place Respite Resource	De-scope	Project team in place to deliver
Property Maintenance Service Review	De-scope	Replacing type of support provided
Facilities Management Service Review	De-scope	Replacing type of support provided
Oracle	De-scope	Project team in place to deliver
Housing Asset Management System	De-scope	Project team in place to deliver
Foster Carers Recruitment Campaign	De-scope	Project team in place to deliver
Building Based Services	De-scope	Project team in place to deliver
Service Review - Legal and Licensing	De-scope	Replacing type of support provided
Service Review - Democratic Services	De-scope	Replacing type of support provided
Trauma Informed and Responsive South Ayrshire	De-scope	Project team in place to deliver
HSCP Administration Service Review	Accelerate to EPR*	These projects are close to completion and will therefore be reviewed with an end project report and reporting of benefits to ensure projects were delivered in line with the project scope.
Our New Way of Working	Accelerate to EPR	
New Street Cleaning Operating Model	Accelerate to EPR	
Signs of Safety	Accelerate to EPR	
Review of Commercial Bin infrastructure	Accelerate to EPR	
New Waste Transfer and Green Waste Station	Accelerate to EPR	
Whole Family Whole System approach	Accelerate to EPR	
In Cab Digitised Systems development	Accelerate to EPR	

*EPR – End Project Report

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: <https://www.south-ayrshire.gov.uk/equalities/impact-assessment.aspx>

Further guidance is available here: <https://www.equalityhumanrights.com/en/publication-download/assessing-impact-and-public-sector-equality-duty-guide-public-authorities/>

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. [FSD Guidance for Public Bodies](#) in respect of the Duty, was published by the Scottish Government in March 2018 and revised in October 2021. See information here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/>

1. Policy details

Policy Title	South Ayrshire Way Strategic Change Programme
Lead Officer (Name/Position/Email)	Stuart MacMillan / Coordinator - Strategic Change Programme / 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	-	-
Disability	-	-
Gender Reassignment (Trans/Transgender Identity)	-	-
Marriage or Civil Partnership	-	-
Pregnancy and Maternity	-	-
Race – people from different racial groups, (BME) ethnic minorities and Gypsy/Travellers	-	-
Religion or Belief (including lack of belief)	-	-
Sex – (issues specific to women & men or girls & boys)	-	-
Sexual Orientation – person's sexual orientation i.e. LGBT+, lesbian, gay, bi-sexual, heterosexual/straight	-	-

Community or Groups of People	Negative Impacts	Positive impacts
Thematic Groups: Health, Human Rights & Children's Rights	-	-

3. What likely impact will this policy have on people experiencing different kinds of social disadvantage i.e. The Fairer Scotland Duty (This section to be completed for any Strategic Decisions). 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	Low
Advance equality of opportunity between people who share a protected characteristic and those who do not	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?)	Low
Increase participation of particular communities or groups in public life	Low
Improve the health and wellbeing of particular communities or groups	Low
Promote the human rights of particular communities or groups	Low
Tackle deprivation faced by particular communities or groups	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)	YES 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 Date: 15 May 2022	