



Corporate Committee

Tuesday, 15 March 2022

SUPPLEMENTARY AGENDA

The undernoted reports have been added to the Agenda for the meeting of the **Corporate Committee** to be held at **Various Locations via Video-Conference**, on **Tuesday, 15 March 2022 at 09:30**.

BUSINESS

- 13a. **Improvement and Modernisation Programme** **3 - 24**
Report by Depute Chief Executive (Education, Communities and Organisational Development)



REPORT TO: CORPORATE COMMITTEE ON 15 MARCH 2022

SUBJECT: IMPROVEMENT AND MODERNISATION PROGRAMME

BY: DEPUTE CHIEF EXECUTIVE (EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT)

1. REASON FOR REPORT

1.1 To inform the Committee of the progress made in developing the projects set out in the Council's Improvement and Modernisation Programme (IMP).

1.2 This report is submitted to Committee in terms of Section III (A) 2 of the Council's Scheme of Administration relating to considering Capital and Revenue Budgets and long term financial plans.

2. RECOMMENDATIONS

2.1 **It is recommended that the Committee reviews and notes progress on the projects set out in the Council's Improvement and Modernisation Programme (IMP) and agrees to add a new ninth workstream to capture strategic policy projects which at present include Climate Change, Poverty and Participatory Budgeting.**

3. BACKGROUND

3.1 The Council has established an Improvement and Modernisation Programme to deliver transformational change across the authority, which was first approved by the Council on 12 December 2018 (para 5 of the minute refers).

3.2 A further report to Council on 12 May 2021 established additional projects and workstreams to expand the Improvement and Modernisation programme of work and added two new design principles (embracing and exploiting technology – to enhance digital provision and skills; and improving services and standards) (para 13 of the minute refers). Further definition was added to the Raising Attainment: Well-being workstream in a report to the Council on 15 September 2021 (para 14 of the minute refers) when funding for the workstream was agreed. A comprehensive statement of the total programme of work now comprised within the IMP is set out in **Appendix I** with an update on the current position for each area of work.

- 3.3 In preparing this comprehensive statement of projects, it was noted that there were some strategic projects that did not fall within the current workstream definition, therefore it is proposed that a ninth workstream is added to capture Strategic Policy projects which at present include Climate Change, Poverty and Participatory Budgeting (PB).
- 3.4 Since the last update to the Council in the Chief Executive's report on 21 September 2021, the following progress is highlighted from **Appendix 1**.
- 3.5 Strategic and Corporate Workstream: as noted above a workstream has been added to capture work on projects including Climate Change, Poverty and PB. These are cross cutting areas of work where consideration will be required across a range of services and they link to priorities in the Corporate Plan.
- 3.6 Progress: a number of projects are moving through project maturity stages, from the discovery through to delivery with work underway to progress through stages to develop more detailed planning, assessment of options and take forward delivery of changes. For example,
- Learning Estate is well advanced in the preparation of outline business cases in readiness for LEIP 3 bids later this year and is undertaking public engagement to influence the development of options for the learning estate across all Moray Associated School Groups (ASGs)
 - Education Well-being/ASN workstream has established governance arrangements involving a range of service representatives and project definition and initiation documents have been agreed to guide and drive the changes.
 - Customer Service – establishment of Information Hubs in Libraries is underway through change management with a view to re-opening face to face services to the public from April to June 2022.
 - Leisure Services – this review has been concluded and work reviewed for lessons learned.
 - Children's Services – review is well progressed with new structure and approaches agreed at committee on 27 January 2022.
 - Climate Change – consultancies have been appointed to support development of hydrogen; heat decarbonisation; vehicle fleet decarbonisation and EV charging point strategies. This is with a view to delivering deliver interim information to be incorporated in the Route Map to Net Zero going to ED&I Committee.
- 3.7 Resources and Governance - in order to progress the Improvement and Modernisation Programme a Transformation Team was agreed to provide specialist advice on change across the Council, provide specialist programme management support and focus on the agreed corporate workstreams. The core team of Head of Transformation, Project Manager (Education) and Senior Policy Officer (Poverty) have been recruited and recruitment is underway for the Senior Project Officer (Property). In addition, the Project Officer for Additional Support Needs is now in post.

- 3.8 In order to deliver the IMP workstreams in a proportionate way, making best use of officer time and ensuring project management principles are followed, the Transformation Team are revisiting the programme governance framework to ensure progress is monitored, projects have rigor and escalations can be made at the scale needed for each of the projects or workstreams. Although the governance will be revisited, it is anticipated that the workstreams and projects will continue to be managed via Programme Boards.
- 3.9 The next stage of work will be to consider the IMP in the context of the financial challenges that the Council will face in future years and to consider how the programme of transformation can contribute more strongly to the forecast requirement to reduce the council's operating costs.

4. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

The Improvement and Modernisation Programme is the development of the commitment in the Corporate Plan to a programme of modernisation and improvement to contribute to a financially stable Council.

(b) Policy and Legal

None.

(c) Financial implications

This report acknowledges the previously agreed financial implications indicated below:-

Transformation Team:

Description	Capital Receipts (2021/22 only) £000's	Transformation Reserves £000's
Investment	330	5,061
Contingency		1,200

Investment proposal:

Description	Revenue (One-off)	Capital (One Off)	Recurring Annual revenue Costs	Recurring annual Capital	Cashable savings
Reducing Poverty	264				
Internal Transformation	145	10	60		200
Participatory Budgeting			107		
Service Efficiency	121				250
Raising Attainment-	3200				

Description	Revenue (One-off)	Capital (One Off)	Recurring Annual revenue Costs	Recurring annual Capital	Cashable savings
Well Being					
Climate Change Consultancy	130				
Sports and Leisure	4	50	23		24

(d) Risk Implications

All risks associated with the IMP are and will be managed through the Programme Boards.

The risks associated with change and the success of transformation are well known. Historically, the Council has found it difficult to create capacity for change at scale and pace and this has been noted as a challenge in the follow up Best Value (BV) report. However, the follow up report also noted the progress that has been established since the BV Report in 2019. It is planned to continue with the actions and direction set in more recent IMP work that has enabled this progress to be made. That will include continuing with the leadership that is in place for each project and programme of work and ensuring that plans continue to be monitored through project and programme boards where remedial action can be taken to ensure progress. Regular reporting to Transform Boards and Committee will also continue so that in combination these actions ensure that pace is maintained and progress continues to be made.

Investment options were prepared in a short period of time, during Covid-19 restrictions and pressures and therefore when they were agreed it was noted that some projects required development to an outline business case stage. This is progressing for relevant projects with a view to identifying and managing risks as the projects developed. Pending this work there remains an escalated risk of unknown risks and issues that are emerging nationally and locally.

In order to manage these risks, the Council will:-

- (i) Ensure that all projects meet a given standard of governance that is proportional to the change.
- (ii) Ensure there are adequate resources for the overall programme of work and for individual projects.
- (iii) Manage the dependencies and interdependencies across the scope of the change and its implications for other areas of prioritised work.
- (iv) Appoint appropriate project resources.

(e) Staffing Implications

In addition to the agreed Transformation Team, the major staffing implication is securing time from stakeholders involved in a demanding workload. This will require to be a key consideration in terms of membership of project management and stakeholder groups as well as involvement in the tests of change and any pilots. Progress has been made in the recruitment to the Transformation Team, but further progress is planned on the recruitment of resources within the various projects.

(f) Property

No direct implications from this report, although property is the subject of one of the workstreams and the issues arising from this will be reported in due course.

(g) Equalities/Socio Economic Impact

For the purposes of this report an Equality and a Socio Impact Assessment are not required, however it is acknowledged that various workstreams will identify change that will have an impact on equalities and socio economic considerations and will be reported in due course.

(h) Climate Change and Biodiversity Impacts

There are no immediate climate change implications directly arising from this report. However, flexible working is one of the workstreams and the issues arising from this will be reported in due course.

(i) Consultations

Chief Executive, DCE Economy, Environment and Finance, Chief Officer HSCM, Head of Housing and Property, Head of Governance, Strategy and Performance, Head of HR, ICT and Organisational Development, Head of Education Resources and Communities, Head of Education, (Acting) Head of Children's Services and Families and Criminal Justice, Head of Transformation and Committee Services officer have been consulted and the comments received have been incorporated into the report.

5. CONCLUSION

5.1 The Committee is invited to acknowledge the progress in the projects contained in the Improvement and Modernisation Programme which aims to improve the future efficiency and sustainability of the council.

Author of Report: Denise Whitworth
Background Papers: Improvement and Modernisation Programme Report to Council 12 May 2021
Ref: SPMAN-1468114179-25 / SPMAN-1468114179-26

IMPROVEMENT AND MODERNISATION PROGRAMME: TRANSFORMATION TO ACHIEVE

Progress Update and Summary of IMP Projects

KEY

\$ - service based project £- possible post-project revenue pressure	<p>BRAGG – Quality, Cost, Time</p> <p>Black – complete or stopped</p> <p>Red – project on course to miss planned targets</p> <p>Amber – Likely imminent issues with delivery to plan</p> <p>Green – project progressing as planned</p> <p>Grey - project not active – not started or awaiting progress</p>	<p>Project Stages – agile descriptions with traditional council project term in ()</p> <p>Discover – identify evidence, issues, (Concept)</p> <p>Define – specify the issue to be addressed to provide focus (Definition – OBC: Outline Business Case)</p> <p>Develop – research and develop range of solutions and appraise (Definition – FBC – Full Business Case)</p> <p>Deliver – identify and design preferred solution(s) and deliver (Initiation and Planning)</p>	<p>Status</p> <p>Not started – project agreed but not yet active</p> <p>Started – in early stages of planning/definition</p> <p>In progress – project operational and working to plan</p> <p>Completed – project completed and project close work concluded</p> <p>On Hold – project not active but remains in programme</p> <p>Stopped – project removed from programme</p>
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Stream 1: Asset Management				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
1.	PAMA (MC 12/12/18 MC 30-06-21)	Align property assets and their long term management to the Council priorities to ensure affordable and sustainable asset base.	Fewer buildings. Reduced operating costs New income.	60 (recurring)		200	<u>In Progress</u>	The original review was completed and the Council report 30/6/21 set out actions to progress the remaining elements of the review taking account of the impact of Covid on the original recommendations.			HoHPS
1.1	PAMA – Office Review (incl Area Office Review)	As above	As above				<u>In Progress</u> <u>Planning for Deliver</u>	A revised plan will be prepared taking into account the impact of Covid on the original recommendation. i. Finalise report and project plan; ii. Re-establish project board; iii. Implement those proposals that can continue despite ongoing Covid issues; A later stage should consider the impact of Covid when restrictions have been lifted;		Recruitment for SPO. Action plan for delivery to be developed for Office Review.	HoT

Stream 1: Asset Management				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
							iv. Review for Covid related outcomes; v. Implement Covid related outcomes.				
1.2	PAMA – Depot Review	As above	As above				<u>On Hold</u>	The depot review is on hold pending the output of the consultancy work on decarbonising the Council's property assets, which is due to conclude shortly. Thereafter a revised schedule will be developed to progress the depot review, taking cognisance of the wider carbon strategy.			-
1.3	Property Asset Mgmt. Stage 2 – Shared Community hubs for public/3rd sector	Provide shared community hubs and services with CP partners with a view to securing reduced costs through economies of scale.	Greater efficiency in resources to deliver public services in Moray. Shared place based asset management plan. Fewer strategically located shared hubs/buildings. Maximise funding through strategic planning, etc.				<u>On Hold</u>	This is a second stage of the PAMA work that is yet to be scheduled. Relative priority to be reviewed following delivery of stage 1 above. The scope for potential work in this area will be re-visited taking account of current exploratory discussions with the Scottish Futures Trust and the work of the North Scotland Strategic Territory Partnering Board.			-
1.4	Building Information Model (BIM) (MC 12/5/21 - proceed with initial investment to demonstrate merits)	To introduce a Building Information Modelling system to enhance the use of digital data held on construction projects and buildings to optimise the efficiency of the asset during its life where the greatest costs are incurred. Put in place arrangement whereby all professions and trades involved in the construction process can share information on construction projects. Within the council it will require cross departmental co-operation and integration of systems and procedures.	Current digital data in the construction industry has shown savings of 15% to 20% can be generated. Improve information sharing and reduce abortive time and costs on built assets. Improve capturing and measurement of intended outcomes to be set out and measured through procurement and operation for individual projects and programmes of work.	20			<u>Started</u> <u>Planning – develop</u>	Specification to be prepared and services procured.			HoHPS

Stream 1: Asset Management				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
		The appraisal tool (BIM) provides a consistent method of comparing and reporting whole life outcomes for new projects and buildings. It looks at the costs and outcomes during the design, construction, operation and disposal stages for a built asset and promotes the analysis of whole life outcomes across three assessment criteria: commercial; performance; and environmental.									

Stream 2: Transforming Customer Service				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
2.1 Customer Service Re-design MC 12/12/18	To deliver a culture change in customer service delivery towards an enabling approach for most customers with supported service delivery for those who need it. Encourage customers to choose alternative lower cost, more efficient digital means of accessing services where possible.	Single service for first point of contact. Efficiencies and savings through economies of scale, simplified and consistent processes and harnessing available technology.			250	<u>In Progress</u>	Access point transferred from Auchernack to Forres Town House with the introduction of a self-service based approach. Proposals developed for approach to Customer Information Hubs. Access Points remain closed and change management underway to commence roll out of information hubs in libraries with a view to beginning re-opening in April with a phased process through to June.		Information Hubs established in Libraries phased April to June. Customer Strategy and charter revised.	HoGSP	

Stream 3: Alternative Service Delivery PROJECTS COMPLETED OR CLOSED – STREAM REMOVED				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
3.1 Museums Trust MC 12/12/18	Explore all avenues to create a sustainable future for the Museums service.	Sustainable service Reduced ongoing cost to council.	n/a	n/a	n/a	<u>On Hold</u>	Development of an alternative financial sustainable model of delivery is currently on hold due to the resource requirements of economic recovery in response to the pandemic.				

Stream 4: Internal Transformation				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
								should wait until the full effects of the situation are known.			
4.3	Organisational Design and Governance Review	Review Moray Council Committee Structures, Scheme of Delegation and reports to committee with a view to faster, more focussed and efficient decision making and investigation of any cost savings.					<u>Completed</u>	<p>Review was substantially completed on 15/09/21 (revised Scheme of Administration approved) The Council meeting 10/11/21 considered the remaining outstanding.</p> <p>issues:</p> <ul style="list-style-type: none"> • Remit of Audit and Scrutiny committee. • Approval of Scrutiny Guide. • Agreed to defer these for consideration following elections in May 2022. 		<p>Remit of Audit and Scrutiny committee determined.</p> <p>Approval of Scrutiny Guide.</p>	HoGSP

Stream 5: Income and Commercialisation				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
5.1	Sports & Leisure: Les Mills (MC 12/5/21)	<p>Improving the diversity of our exercise programme by expanding the popular Les Mills offer across all Council sites.</p> <p>Provide staff training to ensure a consistent approach across all sites and to deliver a comparable service to Moray Leisure Centre as part of the Fit Life Scheme.</p>	4 23 (recurring)	50	24		<p><u>In Progress</u></p> <p><u>Deliver</u></p>	<p>Implementation underway and classes being offered.</p> <p>Progress monitoring as part of Sport & Leisure Business Plan.</p>		Confirm implementation is complete, Move to business as usual and monitor income.	Ho ERC

Stream 5: Income and Commercialisation				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
		<ul style="list-style-type: none"> Improved range of services and activities appropriate to the market and community needs. Increased use of leisure services. 									
5.2	Sponsorship MC 12/12/18 MC 24.03.21	Generate income from advertising, sponsorship and other commercial opportunities.	Additional income Improved maintenance of facilities.				On hold	Project on hold taking account of Covid economic impact and opportunities already realised			

Stream 6: Service Efficiency				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
6.1	Service Efficiency (MC 12/5/21)	<p>Undertake lean reviews of a further 30-40 processes using specialist software.</p> <p>Focus on high volume, common cross service or resource intensive processes particularly within Educational Services, Children's Social Work.</p>	<ul style="list-style-type: none"> Remove waste from processes leading to more efficient processes. Benefit public through reduced lead times for services. Deliver cashable savings. Build back capacity within services. 	121	0	250	<p><u>Started</u></p> <p><u>Planning – Define/Develop</u></p>	<p>This project has been on hold pending the appointment of HoT and development of proposals for process reviews.</p> <p>Software has been purchased and has been tested to map out the benefits of the process reviews. ICT team has commenced early work. A Job Description and persons specification has been drafted for a temporary project officer has been developed.</p>		<p><u>Planning – Define/Develop</u></p> <p>Outline plan of projects to be in scope.</p> <p>Mini business case to be developed for each project prior to commencement – can use agile product description etc. if more approp. HoT to advise.</p>	HoT

Stream 7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
7.1	Schools for the Future MC 12/12/18	Provide the essential infrastructure for the delivery of education in Moray.	<p>Curriculum offer.</p> <p>Staff recruitment, development and support.</p> <p>Short, medium and long term affordability.</p> <p>Environment of learning.</p> <p>Development of forward plan of schools estate to recognise</p>				<p><u>In Progress</u></p> <p><u>Develop</u></p>	<p>School estate strategy and funding to research this area of work was approved November 2020.</p> <p>Programme governance and high level roadmap has been developed to guide the programme pending detailed planning within a number of workstreams.</p> <p>Project mandates prepared for Buckie HS and Forres Academy</p>		Development of options and OBCs for consideration for LEIP 3 bids.	Ho ERC

Stream 7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
		changing demographic and needs.									
7.2	School for Business Support MC 12/12/18	Rationalise business support across council and schools. Digital implementation and service (payments, absence reporting, reporting generally).			250	<u>In Progress</u> <u>Develop</u>	and work underway to prepare for LEIP 3 bid. Engagement underway with community to inform and influence development of options for the learning estate across all Associated Schools Groups (ASGs). Update report to ECLS committee 9/3/22. Work to prepare a change management plan incorporating benefits arising from the implementation of the parent's portal is under development and will consider opportunities to rationalise the business support function. A working group has been established and is reviewing timescales to deliver the project.		Proposals to be developed for service review. Timescales to be revisited. Change management to take place.	HoERC	
7.3a	Raising Attainment - Well-being MC 12/5/21 & 15/09/21	Enhance support and resources for all learners and impact positively on the delivery of consistently high quality learning and teaching experiences. Focus on GIRFEC and wellbeing of every child to ensure they are safe, healthy, achieving, nurtured, active, respected, responsible and included. Provide support that is equitable, inclusive and timely to raise the attainment and achievements of all children and young people. Contribute to improvements in literacy, numeracy and behaviour through improved health and wellbeing. Support for targeted intervention. Enhancing and developing staff skills. Flexible Package to Support Unmet Need.	3200			<u>Started</u> <u>Planning – Define/ Develop</u>	Initially approved as broad area for investment and further defined and approved at MC 15/09/21 to clarify scope, costs and benefits in more detail. Project Manager (Education) recruited. Close links with improvement work of ASN project and supporting change. Therefore, overarching plan being prepared and projects will be reported jointly. A number of temporary posts were agreed as part of the IMP investment and recruitment is about to proceed.		Recruitment of additional staff.	HoERC	

Stream 7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
7.3b ASN Review £ MC 12/12/18 ECOD 11/8/21	<p>Research Support for ASN Review.</p> <p>To support the effective delivery of the Moray ASN Strategy the ASN Review is ongoing and requires the development of a detailed business case by mid-2021, with the introduction/implementation of potentially new ways of working from August 2021.</p> <p>The proposed investment will also support the delivery of the 'Managing Challenging Behaviour Action Plan' developed by a corporate Health & Safety Working Group in response to increasing numbers of violent and aggressive incidents in schools (an outstanding action in the Health & Safety Annual Report).</p>	<ul style="list-style-type: none"> Enhancing ASN Review resources. An ASN review business case that is supported by robust evidence. A clear structure/measurement plan for evaluating the impact of any changes. Well trained staff teams able to respond to behaviours that relate to ASN and supported to better support children and young people. The establishment of a Moray Standard for the delivery of ASN services in all settings through comprehensive ASN induction and training. A reduction in the number of Violent and Aggressive Incidents in schools. A reduction in school exclusions. An increase in school inspection gradings of 'very good' and above for HGIOS 4 QI 3.1. Better targeting of ASN budgets to achieve the best possible outcomes. 				<p><u>In Progress</u></p> <p><u>Preparing for Deliver</u></p>	<p>Following the development of the terms of reference for this programme, ASN Programme Board has been established and a programme initiation document and programme milestones have been developed.</p> <p>The Project Officer (ASN Research) has been recruited.</p> <p>The project is indicated as amber because unavoidable operational service pressures are impacting on management time and capacity to focus on the change actions.</p>		<p>Assignment of Intensive Intervention Team.</p> <p>Assessment of planned actions against developing pressures.</p> <p>Establishment of supporting workstreams, with project plans to inform overarching programme plan.</p>		

Stream 7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
7.3c	Raising Attainment: Well-being Pastoral Care in Primary: Improving Outcomes for Learners and Early Years Intervention (All Groups) £	<p>Promote and safeguard the health and wellbeing and safety of pupils in partnership with parents, support staff and partners to ensure all children, young people and their families receive the right support at the right time no matter the level of need.</p> <p>Key contribution to closing the attainment gap by monitoring attainment, attendance, inclusion, participation and engagement.</p> <p>Release school leadership time for strategic planning, school improvement, attainment and other outcomes.</p>				<u>Not Started</u>	This project is outstanding for further development and decision on whether to invest in this area and this will be the subject of a future report to Committee/Council Given the volume of other work the timescale for this project to be developed has yet to be set		Define and develop proposal for consideration of investment in this project.		
7.4	Education Project B: Raising Attainment - Curriculum breadth Moray (Virtual Innovation Academy and Schools Digital Devices) £ MC 12/05/21 MC 23/02/22	<p>Create a Virtual Innovation Academy aimed at raising attainment, strengthening learning and teaching and expanding curriculum offer to meet the needs of all learners in the senior phase to enable positive sustained and quality destinations based upon labour market intelligence.</p> <p>Invest in devices and technology to support and embed digital innovation and strengthen digital literacy for all.</p> <p>Increase the number of subjects available across Moray as well as increasing attainment.</p>				<u>Started</u> <u>Planning – Discovery</u>	<p>Project approved as broad area for investment - further development required to clarify scope, costs and benefits of in more detail.</p> <p>ECLS 26/01/22 agreed up to £50,000 for a specialist consultant to assist the further development of the Workstream. PIN Notice setting out requirements will guide contract discussions.</p>		<p>Definition of services from specialist consultant.</p> <p>Development and definition of possible workstream for determination by Committee/Council.</p> <p>Service and user engagement on options.</p>		

Stream 7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
	Investment in Digital Devices to establish a proactive programme to allocate pupils and teachers with an appropriate device to enable remote and distance learning. Roll out of devices to staff and pupils P6+ over 2 year roll out (2100 devices per year).	<ul style="list-style-type: none"> • Increase the use of digital learning and innovation. • Maximise use of technology in the classrooms. • Increase opportunities for collaboration, extending access to learning and breadth of subject choices. • A consistent experience for learners use of technology in Moray schools. 									

Stream 8: Transforming Children's Services				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
8.1 Service Review MC 12/12/18 MC 23/02/22	Most effective and efficient service delivery of a quality service that effects real change and measurable outcomes. Establish new approach, culture and ways of working in social work services.	<p>Better outcomes for young people and families. Reduced costs across all areas. Improved partnership working.</p> <p>More efficient use of resources in delivering outcomes.</p> <p>More children in kinship care.</p> <p>Reduced</p> <ul style="list-style-type: none"> • complaints from families; • number of formal proceedings; • unallocated child care cases; • number on child protection register. 				<u>In progress</u> <u>Deliver</u>	Report to ECLS on 26//1/22 approved structure and approach for children's services and reported reduced costs from out of area placements. Further report to come forward on transfer of service to Moray Integrated Joint Board (MIJB).		Consultation / change management on workforce changes. Recruitment to vacancies. Progress new service contracts set out in report.	HoCS	
8.2 Commissioning MC 12/12/18	Review commissioning of services to align with the new ethos and provide different options for older young people and shift in resources to community based care as the core.	<p>Vibrant blended economy of service provision.</p> <p>More accessible services that can respond to need and provide sustainable services.</p>				<u>In progress</u>	Awaiting a new service manager to be in post to progress this area and enhancement with move to IJB		Recruitment ongoing		

*STREAM 9: Corporate Plan - Strategic Priority				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
9.1	Climate Change Consultancy (MC 12/5/21)	<p>To manage and co-ordinate the delivery of the 10-yr strategy and to monitor and report on progress.</p> <ul style="list-style-type: none"> Develop and manage Councils activities on Climate Change. Provide research, analysis, expertise on Climate Change and related subjects including input to the commissioning and contract management. Co-ordinate data management and reporting and co-ordinate awareness campaigns and training. 	Resource would support delivery of specialist aspects of the initiatives and actions as detailed within the Climate Change Strategy.	130			<u>In progress</u> <u>Planning – develop</u>	<p>The three consultancies (developing a hydrogen strategy, a heat decarbonisation strategy, and for a fleet vehicle decarbonisation strategy & EV charging point strategy) have all been awarded and are progressing. All three consultancies will deliver interim information to be incorporated in the Route Map to Net Zero going to ED&I Committee on 22/03/22. All three strategies are on track to be completed this financial year and will then be presented to the relevant committee with any actions being developed through the appropriate channels.</p>		Information from consultancy work incorporated into route map.	HoHPS
9.2	Poverty: Reducing Inequalities £ (MC 12/5/21)	<p>Establish a resource to develop the Council's strategic response to reducing poverty in Moray by defining the issues and priorities and developing a cross service whole Council Poverty Action Plan.</p> <p>Develop proposals to meet gaps in activity to meet agreed council priorities and co-ordinate activity and reporting across the plan.</p> <p>Establish 24 month Poverty Action Team</p>	<p>Reduction of poverty in Moray by addressing causes and mitigating impacts in shorter term, through co-ordination of council poverty work for greatest impact.</p> <p>Identification of and leadership for council priorities in addressing poverty.</p> <p>Action plan to pull work together and address any gaps.</p>	364			<u>Started</u> <u>Discover</u>	<p>Senior Policy Officer in post.</p> <p>Gap analysis work underway.</p>		<u>Planning – Discovery</u> <p>Assessment of poverty evidence.</p> <p>Assessment of poverty work/gaps.</p> <p>Assessment of priorities and options.</p> <p>Priorities and outcomes to be set.</p> <p>Complete gap analysis and produce report to be tested out with services and partners (June).</p> <p>Outline of strategic response drafted and developed with services and partners (June).</p>	HoT

*STREAM 9: Corporate Plan - Strategic Priority				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
9.3 Mainstreaming Participatory Budgeting in Moray £ MC 12/5/21	<p>Identify a standard suite of tools to ensure all forms of public consultation can continue in an online/virtual environment and in a consistent manner regardless of what service is undertaking the consultation.</p> <p>Develop the online platform CONSUL and the current use of the council website, eForms, Survey Monkey and eForms to provide additional tools and functionality for public engagement and consultation including participatory budgeting.</p> <p>Provide resources, expertise and tools to assist in meeting 1% of council budget via PB by 21/22.</p>	<p>A minimum of 1% of budget is delivered using Participatory Budgeting (circa £1.8m based on 2020/21 budgets).</p> <ul style="list-style-type: none"> • Effective consistent platform in place to gather ideas, consultation, debates and voting. • Communities will have an increased understanding of Council budgets and how they are allocated. • Communities will be empowered to participate in decisions that affect their lives and their communities. • a greater reach into the community using effective suite of consultation tools. • Addresses potential equality issues to ensure more can contribute. 	107 <small>(recurring annual)</small>			<u>In Progress</u>	<p>Work is underway in relation to PB for play parks in various locations in Moray. In Rothes the budget of £50k has been enhanced to £160k through fund raising from the community.</p> <p>Leadership Forum session has raised awareness of PB with senior managers and work ongoing to identify further budget areas for inclusion.</p>		PB plan to be developed.	Ho ERC	

COMPLETE/CLOSED PROJECTS:

Stream X2: Transforming Customer Service				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
X2.1	ICT and Digital MC 12/12/18	<p>Add value and efficiency to service delivery:</p> <ul style="list-style-type: none"> by increasing adoption of online, no contact services and implementing an end to end online service delivery model; through data sharing internally with other services and externally with other partners and agencies. 					Completed	<p>Parents Portal – The digital solution has been implemented and so that element of the project is closed. A change management plan is currently being developed. The service has also gone through significant change with the transfer of children’s services impacting on the business support function. The scope of the change management task needs to incorporate this.</p> <p>Revs and Bens – Online services have been delivered and so that element of the project is closed. Service work planned to increase uptake and undertake wider re-examination of eBilling.</p> <p>eForms - During Covid a number of eForms were developed as part of service response to the situation.</p>	●	<p>Project closed and service taking forward change management for future service design making use of digital solutions. Savings to be addressed in service redesign (project 7.2 below). Reporting via Transform Learning Board.</p> <p>Project closed and development continuing as business as usual in Service plan.</p> <p>Project closed and development continuing as business as usual.</p>	HoT

Stream X3: Alternative Service Delivery				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
X3.1	Leisure Services Review MC 12/12/18	Explore all avenues to create a sustainable future for the Leisure Estate and identify the strategic priorities for the services within Leisure.	More efficient and effective Leisure Estate which meets the strategic need for the area Reduction in the subsidy provided.	n/a	n/a	n/a	Completed	Project completed and business plan in place to continue work within service. Project closure report submitted to ECLS committee 24/11/21 (item 15).	●		

Stream X5: Income and Commercialisation				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
X5.1 Income maximisation MC 12/12/18	Charge for staff car parking	Increased income as set against each project.			51	<u>Completed</u> 2019	n/a	●			
	Sale fuel @ harbours to boats		<u>Stopped</u>	Proposal stopped 24.03.21		●					
	Sale ice @ harbours		<u>Completed</u>	Proposal delivered		●					
	Charges for waste collection		<u>Completed</u> 2019/20	Implemented		●					

Stream X6: Service Efficiency				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings						
X6.1 Service Reviews: Direct Services MC 12/12/18	<p>Service improvement and efficiency or areas where council delivery of services or parts of them could cease or reduce.</p> <ul style="list-style-type: none"> i. Reviews in cleaning and facilities ii. Waste (Refuse collection) service review iii. Waste (Street sweeping) - service review iv. Stop employee assistance programme <p>Employee Self-Service Automation.</p>					<u>Completed</u> 2019	<p>These activities were delivered as part of previous budget savings proposals from the relevant Heads of Service in 2019.</p> <p>No additional work required but consideration should be given to how IMP savings are reported. While savings may be achieved through budget cuts or other projects, the importance and relevance of IMP as a driver for change may be lost and viewed by external bodies as not delivering. There is a need to avoid double counting but IMP may be an enabling project at many levels.</p>	●			
X6.2 Service Efficiency: HR / Payroll	Utilising Payroll-HR system for employee and manager self-service & workflow.					<u>Closed</u>	New system is implemented and further development being dealt with as business as usual.	●			

Stream X7: Transforming Education				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
X7.1	Transport Review in Education & Children's Services MC 12/12/18		Curriculum offer. Staff recruitment, development and support. Short, medium and long term affordability. Environment of learning. Development of forward plan doe schools estate to recognise changing demographic and needs.				<u>Incorporated in project 7.4</u>	Now linked to the ASN project. Monitoring arrangements are in place to ensure only essential travel arrangements are put in place and that appropriate monitoring and review periods are built in.	<input type="radio"/>	Future reporting will be within the ASN/Well-being programme of work.	

Stream X8: Transforming Children's Services				Budget			Status	Progress to Date (28-02-22)	Progress RAG	Next Steps	Lead
	Project	Purpose	Impact/Outcomes	Revenue	Capital	Cashable savings					
X8.1	Out of Area	Review out of area placements to provide different options that fit with the new approach, provide better results for the YP and reduce overall cost.	More children cared for locally Reduced average cost of care package (OOA).					Out of Area placement impacts the children's services review and ASN. Rather than a project sitting on its own this is a key component of the children's services and ASNs review and transport representatives will support that work.	<input type="radio"/>	To be reported via ASN and Children's services reviews respectively.	

