



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.

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Background Papers: Improvement and Modernisation Programme Report to Council 12 May 2021
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