

Agenda Item	12
Report No	HC/51/19

HIGHLAND COUNCIL

Date: 31 October 2019

Report Title: Change Programme and Change Fund Phase 5

Report By: The Chief Executive

1. Purpose/Executive Summary

1.1 On 14 February 2019 the Council approved its budget strategy and Change Programme "A Sustainable Highland" based around 4 themes: Making the Council More Efficient; Commercialism and Income Generation; Redesign and Improvement; and A Flexible and Well Managed Workforce, to deliver £37.456m of savings over the next three years. At the same time, approval was given to introduce a Programme Office to oversee the delivery of 16 major transformational projects and a £2.5m Change Fund was established to ensure this ambitious programme was effectively resourced.

1.2 The following report provides information on the projects that make up the Change Programme; The report also sets out where projects have been supported by additional resourcing from the Change Fund and provides an assessment of the benefits the Fund has helped to deliver. Lastly, the report seeks Members' approval for a bid to Phase 5 of the Change Fund, of £67,000.

2. Recommendations

2.1 Members are asked to:

- i. Note the progress being made to implement the projects that form the Council's Change Programme;
- ii. Note the progress being made on delivering the committed actions from Phases 1- 4 of the Council's Change Fund; and
- iii. Agree the bid to Phase 5 of the Council's Change Fund to further support the transformation activity being undertaken throughout the Council.

3. Implications

3.1 Resource

The resources required to deliver the new Change Fund initiatives have been outlined in the main body of the report. In addition, it does need to be recognised that every project has a resource implication for the Council in terms of senior managers

undertaking sponsoring roles and as members of the 16 Project Boards; as well as staff throughout the Council who provide information and support to the savings programme on a daily basis. The very positive progress that has been made to date – with over two thirds of the 2019/20 savings and income target already achieved by the first quarter of the year – demonstrates that the decision to dedicate such significant levels of financial and staff resource has been worthwhile. As the pace of change increases over the course of this year, further funding requests have been made based on an assessment of the overall resource available and the remaining funds available within the Change Fund.

3.2 Risk

There are risks attached to the proposals set out in the report. These include:

- delivering on the priorities. This will be mitigated by the managerial and Member governance arrangements already in place around the Council's Change Programme;
- driving and sustaining improvement. This will be addressed by high quality and ambitious Member and corporate scrutiny and leadership; drawing on current resources and talent in the organisation along with additional support brought in, supported by the Change Fund where needed.
- impact on staff, with the right balance to be struck between supporting and challenging staff to be high performing. This will be addressed by a range of supports, provided through the already committed Phases of the Change Fund (as set out in Appendix 2) and through the proposals set out in this paper as Phase 5 of the Change Fund resource.

3.3 Legal

The approach set out in this report will support the Council to meet its legal duty to secure Best Value and continuous improvement.

3.4 Community (Equality, Poverty and Rural)

Screening for equality, rural, and socio-economic implications were undertaken on all of the Change Programme initiatives as part of the budget process. A number of these highlighted the need for further assessment to be undertaken as part of project development. Assessments and any actions as a result of these, will be incorporated into each project plan.

3.5 Climate Change / Carbon Clever and Gaelic

There are no negative implications arising from the recommendations in this report.

4. Background and Context

- 4.1 The change programme and associated Programme Management Office was established to ensure appropriate governance, resourcing, scrutiny and delivery of the more ambitious and cross-service changes being proposed in the Council's budget Strategy "Sustainable Highland" to ensure that there is:

- Better collaboration and coordination across the Council;
- Better visibility of initiatives across the Council;
- Greater returns from the projects implemented;
- More efficient and faster delivery of projects;
- Better risk mitigation and structured risk resolution;
- A clear and consistent mechanism for assessing potential projects arising from member, staff and public feedback.

4.2 Members also agreed that it was essential for this transformation to be properly resourced and so approved £2.5m to be set aside in 2019/20 specifically to provide sufficient funding for resourcing the change programme.

5. Oversight and Delivery to date

5.1 In addition to this report, since the Budget Strategy was approved at Council in February 2019, Members have been provided with Programme progress updates at full Council meetings; presentations have been given at the all-Member Budget Briefings and Programme updates have also been reported to the Redesign Board and the Commercial Board.

5.2 The Executive Leadership Team has provided detailed oversight and scrutiny of the programme at weekly Change Programme Board meetings. This has helped to ensure that pace is maintained and that Project Sponsors are clear on expectations.

5.3 At the Council in May, it was agreed that the reporting of progress against the Programme needed to be integrated with the impact of Change Fund resourcing so that it was clear how the additional resourcing was helping to deliver the budget strategy. The following report endeavours to make these linkages much more explicit and demonstrate the essential role that the Change Fund is playing in delivering against agreed priorities.

6. Progress with the Change Programme

6.1 As members are aware, the Change Programme currently comprises 16 individual projects that are all geared towards delivering the three year savings targets already identified by Council, as well as to carry out the transformation required to assist in identifying further efficiencies in the way the Council operates (and thereby inform budget planning for the next two years and beyond). The Change Programme is supported by the work being undertaken by the Redesign and Commercial Boards. The table in **Appendix 1** sets out an overview of progress with all of the individual projects, including progress achieved in the last month and an overview of the deliverables proposed for next month. The Change Fund is playing an important role in moving some of these projects forward.

7. Change Fund Phasing and Prioritisation – Commitments to date

7.1 The Change Fund purpose is threefold: to resource the Change Programme; to support new ideas for innovation and income generation; and to manage risk around the programme as a whole.

- 7.2 The commitments that have already been made against the change fund are set out in **Appendix 2** of this report. Members are asked to note the progress being made against these commitments as set out in the table in the appendix. All of the commitments made are being implemented and close scrutiny of progress being undertaken.
- 7.3 Phase 5 of the Change Fund reflects the continued direction of travel in support the wider reorganisation of service delivery underway, using Change fund resources to deliver both financial and non-financial benefits to the Council and wider Highland population. Section 8 below sets out the detail of the request to the Change Fund, along with the related justification. The funding sought from the Fund is £67,000, which can be accommodated within the uncommitted budget currently available of £345,375. Members are asked to support this bid to the Change Fund.
- 7.4 As highlighted in the earlier reports on Organisational Transformation and Transitions, and the Redesign Report, it is anticipated that a number of bids will also be coming forward to Phase 6 of the Change Fund in December 2018.

8. Change Fund – Phase 5 – Detail

8.1 Trusted Trader Scheme

Several local authority Trading Standards teams have implemented successful 'Trusted Trader' schemes. These enable consumers to choose businesses that have been vetted by Trading Standards and have shown a high level of reliability. Further, if problems arise between a member company and a consumer, Trading Standards can mediate and broker a solution. Income is achieved through businesses paying an annual fee to be included in the Trusted Trader scheme.

In Year 1, companies on the Council's contracts register and building trades framework will be targeted for membership and will be the central focus of the recruitment campaign. At the same time, the scheme will also be open to any business operating in the Highlands and it is anticipated that there would also be uptake from businesses that have no interest in selling to the Council.

£95,000 income is predicted in year 1, with further Trusted Trader Scheme members entering into the scheme every year. The anticipated income is pitched at the lower end of the expected number of applicants to ensure that this can be achieved. However, there is a good chance that these figures will be exceeded in years 1-3, based upon the experience of other local authorities who have already implemented this type of initiative. The scheme will be reviewed at the 12 month point and income levels adjusted accordingly.

The Change Fund is being asked to resource a temporary Enforcement Officer and one Assistant Trading Standards Officer ("ATSO"). These posts would mostly cover the work left undone by the officers involved in the Change project work. Experienced and specialist officers are required for most of the Change project work, although the temporary postholders would also be involved. The backfill arrangements can enable

the Council's statutory Trading Standards functions to be delivered at the same time as these Change proposals.

The Enforcement Officer post is graded HC07 and an ATSO HC6 and the cost to the Council would be £62,000. A further £5000 is required to set up the Trusted Trader Scheme resulting in a total one-off cost of £67,000. If approved, recruitment would begin straight away to have the scheme in place at the beginning of 2020 so that a full year's income can be derived in year 1. From year 2 onwards, the service would be absorbed into the established teams' work without the need for additional support. The Scheme would consequently deliver full cost recovery in year one plus a net profit, with future years' income being fully returned to the Council's budget. Depending on the success of the scheme it may be necessary to employ additional administrative support. If so, this would be covered by additional fee income and would only be introduced on a full cost recovery basis, once income budgets had been achieved.

Summary:

1 x Enforcement Officer
1x Assistant Trading Standards Officer
Set up costs of Trusted Trader Scheme

The total resource required for this is £67,000.

10. **Next Steps**

- 10.1 Work will continue over the course of the year to deliver against the Change Programme and regular updates will be provided to members. Achievement of the savings for this financial year remains a fundamental goal, as well as the need to identify and begin to deliver some of the further changes that will be required for future years.

Author:

Malcolm MacLeod, Executive Chief Officer, Infrastructure and Environment

Kate Lackie, Executive Chief Officer, Performance and Governance

Date: 20 October 2019

Update on Change Programme October 2019

Project	Project Sponsor/ Project Manager	Scope and Purpose of Project	Update on Progress
CP1 Project: Trade Services	PS: Carron McDiarmid	<p>To implement the redesign review agreed by the Redesign Board and Council and shift the balance of property maintenance to undertake more repairs in-house and reduce the cost of out-sourcing. Year 1 focus is 3 priorities out of 13 recommendations. These are to:</p> <ul style="list-style-type: none"> • re-procure a framework for trade services so that where we do out-source, we comply with all legal, procurement and audit requirements; • make repairs processes more efficient (by undertaking 2 lean reviews); and • pilot the use of in-house trades for non-domestic repairs in 2 areas of Lochaber and the Inverness Royal Academy ASG. <p>Savings compliance will be through budget removal at the start of the financial year and enhanced scrutiny of monthly spend in the project board and to intervene where appropriate.</p>	<p>Period highlights</p> <ul style="list-style-type: none"> • Formal Board meeting with TU reps 29/8/19 agreed further engagement. • Pilot Resources Gov Board Workforce approval achieved. • Council agreed change fund for supervisors. Set-up workshop (50+ attendees). • Trades recruitment adverts published w/c 9/9/19. • Lean Review - Housing Repairs - final workshop (Improvements & Controls). • Framework - additional supplier briefings. 9/9/19. <p>Next period deliverables</p> <ul style="list-style-type: none"> • Pilot – Trades recruitment applications received. • Service Centre and Scheduling staff K2 access and trained. • Induction plan (including safeguarding and H&S) for in-house trades staff. • Lean Reviews - Housing and Property reports & recommendations drafted. <p>Framework evaluation model and evaluators guide finalised.</p>

Project	Project Sponsor/ Project Manager	Scope and Purpose of Project	Update on Progress
			<ul style="list-style-type: none"> • Contract induction/implementation slides finalised. • Current costs for external contractors collated.
CP2 Project: Grey Fleet	PS: Caroline Campbell	<p>18/19 carry forward savings of £575k to be delivered in 2019/20 through reduction in non-essential staff travel, to optimise the use of the Council’s “white fleet” (e.g. vans), and to reduce our fleet costs in so doing.</p> <p>Compliance through behaviour change (e.g. default is that travel is unnecessary), and the proactive and effective management of staff, including using data to identify who is travelling, where, and for what purpose</p>	<p>Period Highlights</p> <ul style="list-style-type: none"> • Staff survey completed, analysed and presented to Project Board. • £61k reduction in grey fleet reimbursement compared to Sept 2018 <p>Next period deliverables</p> <ul style="list-style-type: none"> • Staff survey analysis to be presented to Change Board to agree next actions. • Additional Car Club provision to be rolled out in Portree, Tain, Thurso, Nairn and Inverness. • Energy Savings Trust analysis and recommendations report. • New reporting to services to improve cost effective use of Car Club
CP3 Project: Transport	PS: Kate Lackie	<p>This project will: Deliver improvements and reduce costs by £400k for school and contracted bus service contracts, and the management of the same. Compliance will be through monitoring and tracking data (usage, costs) Implement the recommendations of the re-design review which were approved by the re-design board in February 2017, the aim being to drive efficiencies and to deliver improvements in Community Transport and Engagement. The recommendations included:</p>	<p>Period Highlights</p> <ul style="list-style-type: none"> • Bus route cost analysis work has continued • Progressing the work with Service colleagues to maximise the delivery of in year savings. • A mini-competition has been completed to offer longer term contracts to achieve price reductions • Work has started on internal consultation for implementing new Framework (Dynamic Procurement System) <p>Next period deliverables</p>

Project	Project Sponsor/ Project Manager	Scope and Purpose of Project	Update on Progress
		<ul style="list-style-type: none"> • Explore transfer of HC minibuses from establishment to central management; • Further analysis of home to school network • Establishing and implementing the recommendations from a Lean review of transport processes. • Delivering improvements to the provision of Home/School transport for all pupils through process changes, more effective route planning, introducing collection hubs and renegotiating pricing structures with individual operators. • Ensuring effective delivery of changes to the costs of public bus tenders 	<ul style="list-style-type: none"> • Mini competition completed contract awards to be issued • Continuing to develop DPS framework • Continue analysis work to renegotiate individual routes to reduce costs
<p>CP4 Project:</p> <p>Waste Management</p>	<p>PS: Malcolm Macleod</p>	<p>Delivering a waste management solution for the residual waste project which complies with the 1st January 2021 biodegradable municipal waste (BMW) landfill ban [arising from the Waste (Scotland) Regulations 2012] and the approvals secured at Environment, Development and Infrastructure Committee.</p> <p>Delivering associated infrastructure developments to provide new waste transfer stations in Lochaber and Badenoch & Strathspey.</p> <p>Delivering a range of Waste Service savings proposals:</p> <ul style="list-style-type: none"> • assessing waste haulage processing contracts for potential to bring some activity back in-house from October 2019 	<p>Period Highlights</p> <ul style="list-style-type: none"> • Scottish Government announced landfill transition period to 2025. • Longman Energy-from-Waste feasibility and viability research brief issued. • Badenoch & Strathspey waste transfer station planning application submitted. • Change fund application being developed for internal recycling project. <p>Next period deliverables</p> <ul style="list-style-type: none"> • Seeking transition period details from Scottish Government officials.

Project	Project Sponsor/ Project Manager	Scope and Purpose of Project	Update on Progress
		<ul style="list-style-type: none"> • route optimisation for waste collection services to generate savings in relation to employees, vehicles and fuel • increase recycling through improved practices within Council functions and introduction of actual cost recovery for waste generated by Council functions and partner organisations • identify recycling centres' optimum operating hours to reflect periods of highest demand • reducing construction and demolition waste brought to Council's household waste recycling centres to decrease handling and treatment costs • removing the grant to social enterprise groups for operating waste collection services • increasing the number of commercial premises that the Council collects waste from to generate income • Delivering the key actions as agreed by Members in the Single use Plastics Strategy 	<ul style="list-style-type: none"> • Continue progress with Longman waste management facility tender documentation preparation. • Vegetation clearance at Longman site - timing to minimise disturbance to protected species. • Preparation and submission of report for EDI Committee (7th November). • Receipt and review of proposal to undertake Longman Energy-from-Waste (EfW) feasibility and viability research. • Commence Inner Moray Firth EfW site search and energy offtake exercise.
<p>CP5 Project:</p> <p>Education Transformation</p>	<p>PS: Allan Gunn</p>	<p>This project will specifically target the following objectives:</p> <ul style="list-style-type: none"> • Delivering improved educational outcomes through schools through a rolling 3 year programme of consultation across all Associated School Groups. • Providing improved support to Head Teachers • Delivering efficiencies to working practices and processes 	<p>Period Highlights</p> <ul style="list-style-type: none"> -Updated guidance and revisited information provision including links to the HR Microsite on school pages. - Data cleansing has been significantly improved <p>Next period deliverables</p> <ul style="list-style-type: none"> - Ongoing visits/meetings with schools to support them in managing their absences. - Lessons learnt compiled and will be shared in

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		<p>Overall target is to deliver savings of £4.3m and improvements (£3.9m year one, £200k in years 2 and 3)</p> <p>TOR to be produced that incorporates the scope and objectives relating to Education, Note that the sponsor also covers ASN and Early Learning and Childcare An overarching board oversees all 4 C&L projects.</p> <p>The additional posts established through the Change Fund to support Absence Management are integral to this project.</p>	<p>appropriate forums</p> <ul style="list-style-type: none"> - resource allocation of teachers has been managed to reduce any additional teachers being deployed beyond agreed levels. - Engagement and case studies to be shared during the HT forums (Secondary HTs/Primary HTs) - Build on the 37% engagement already achieved with schools and increase momentum as the school year progresses.
<p>Ref CP6 Project:</p> <p>Early Learning and Childcare</p>	<p>PS: Allan Gunn</p>	<ul style="list-style-type: none"> • Deliver savings of £2.5m and improvements (£2m in year one, £0.5m in each of years two and three) <p>Project established to achieve following objectives:</p> <ul style="list-style-type: none"> • Reconfiguration of the early years workforce • Reduction in non-contact time for staff. • Developing a career pathway by promoting the ELCC support worker role. • Promotion of purchase of non-funded hours by parents. • Promotion of a provider-neutral approach • Support to new partnerships in line with national standard. • Enhancing childminding particularly in rural areas. • Developing the ELCC MA programme. 	<p>Period Highlights</p> <ul style="list-style-type: none"> • The savings will be achieved with much of the work already in progress. • Ongoing work around settings moving to deliver 1140 hours in January 2020 as part of Phase 3 means that all settings have been contacted and are aware that they will be moving to 1140 hours from January. • Further work on robust planning and monitoring particularly around infrastructure information. <p>Next period deliverables</p> <ul style="list-style-type: none"> • Continued roll-out of programme. • Posts for Phase 3 to go out to advert. Whole year provision being delivered over October holidays at Milton of Leys, Ben Wyvis and Inverlochry. • Costing for phase 4 ongoing and to be submitted to next programme board

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CP7 Project: Placement Services Change Programme (Including Fostering & Adoption)	PS: Karen Ralston PM: Malina MacDonald Dawson	<ul style="list-style-type: none"> • Resolve overspend (£4.4m), deliver savings of £1m in year 3 ,and deliver improvements Review of current Programme Management arrangements carried out by CET – recommendations to be implemented. Terms of reference to be refreshed.	Period Highlights <ul style="list-style-type: none"> • 42 children returned to Highland since June 2018 avoiding costs of over £6M, • Spot purchased placements at lowest level in 6 years, • Only x4 children have gone into spot purchased placements since April 1st 2019, • Budget showing significantly reduced overspend of £250,000 as at October 2019 • Assessing properties for residential unit Next period deliverables <ul style="list-style-type: none"> • Return a further x1 child to Highland. • Agreement with NHS re payments for over 18's on complex case list going to Adult Services.
CP8 Project: Additional Support Needs	PS: Allan Gunn	This project will specifically target the following objectives: <ul style="list-style-type: none"> • Transforming ASN services to enable schools to better meet the needs of children, so that resources are allocated equitably and meet the needs of children and young people. This will be delivered through a classroom-focused and inclusive approach, where teachers are best placed to identify the support needs of children. • ASN transport - ensuring it is linked to the Transport Project • Deliver savings of £9.2m and improvements 	Period Highlights <ul style="list-style-type: none"> • PSA and ASNT reductions process almost complete, savings currently being quantified. The team continues to respond to Parent and Advocacy Group requests to meet and to ASN Freedom of Information requests and enquiries, from public and media. Engagement Events scheduled across our 29 Associated School Groups between September and December to meet with children with ASN, school staff and parents of children with ASN. Next Period Deliverables

Project	Project Sponsor/ Project Manager	Scope and Purpose of Project	Update on Progress
			<ul style="list-style-type: none"> • Review the model and approach for allocating the resources for 2020/21 including school sampling/checking (Project Team undertaking ASG visits between 19th September and 11th December). Parent voice and advocacy involvement/engagement in review. • Review of Childs Plans and recording ASN levels involving all stakeholders. Ensure consistency of practice in relation to GIRFEC across agencies and areas. • Roll-out of pan Highland inclusion focussed Education training to all Highland schools.
<p>CP9 Project:</p> <p>Service Income</p>	<p>PS: Allan Gunn</p>	<ul style="list-style-type: none"> • Deliver £700k savings through implementing an invoicing surcharge, and statutory interest and penalties on late payment • Compliance through proactive manager budget monitoring and intervention as required 	<p>Savings on target 19/20</p> <p>Period highlights:</p> <ul style="list-style-type: none"> • Significant increase in debt paid on time • Meetings with Digital Services and Services to move greater proportion of transactions to online facility • Completion of senior management briefings • Ongoing analysis and review of data <p>Next period deliverables:</p> <ul style="list-style-type: none"> • Roll out of budget holder training and finalisation of e-learning module • Ongoing work with 3rd party suppliers, ICT and Wipro to implement SLI connector • Feasibility and scoping for moving additional services to digital transactions • Analysis of Q2 transactional/financial data

Project	Project Sponsor/ Project Manager	Scope and Purpose of Project	Update on Progress
<p>CP10 Project:</p> <p>Transient Visitor Levy/ Tourism Developments</p>	<p>PS: Stuart Black</p>	<ul style="list-style-type: none"> • Complete Highland consultation on TVL to provide basis for implementing a Levy (subject to Scottish Government legislation), and so maximise opportunity this affords for income generation and targeted spend of the same • Proactively target commercial opportunities for new income from Tourist Developments such as charging for camper van parking/facilities 	<p>Period Highlights</p> <ul style="list-style-type: none"> • Monitor Full Consultation (now > 5400). Closes 20 October. • Contract managing/ supporting Visitor Consultation - Surveys now complete across 8 locations, approx. 950 surveys. Yet to receive data from contractor. • Liaison with ScotGov re. National Consultation • Preliminary research into logistics of different collection/ spend options <p>Next period deliverables</p> <ul style="list-style-type: none"> • Close full consultation (comms, etc) and get data from Contractor. • Analyse data and begin writing report ready for Full Council in December • Board Meeting/ workshop (28 Oct) to re-determine scope/ objectives of 'Tourism Developments' aspect of project. • Begin planning from outcomes from workshop (III).
<p>CP11 Project:</p> <p>Energy and Renewables</p>	<p>PS: Stuart Black</p>	<ul style="list-style-type: none"> • Deliver £500k saving, and take urgent action to respond to increasing energy costs (10-14% by 2020/21 = additional £1m+ spend) • Reduce energy consumption through compliance and behaviour change, and through rationalisation of Council property • Reduce energy costs through effective management of energy supply contracts 	<p>Period Highlights</p> <ul style="list-style-type: none"> • Continued roll-out of solar and SALIX projects. • Hydro - Workshop in September including Glasgow Science Centre and Aberdeen Science Centre. Report due to Energy and renewables Board • Hydro – contract out to tender due back December

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		<ul style="list-style-type: none"> Reduce energy costs and generate income through the implementation of viable renewable schemes 	<ul style="list-style-type: none"> Salix – Building LED lighting replacement programme split into 7 packages which are out to tender. Rose Street carpark quote accepted for light replacement. Solar – 5 sites being progressed to install solar arrays. Festive office shutdown communications and survey issued to accommodate key workers requiring access to Council buildings. Behaviour change – Proposals being developed to include ‘power hour’ – weekly period to switch off non essential energy consumption. <p>Next period deliverables</p> <ul style="list-style-type: none"> Continued roll-out of solar and SALIX projects. Continued work on behaviour change and communications necessary to ensure buy-in. Report on grid restrictions and potential work required to influence Scottish Government will be prepared. Meeting with District Network Operator to resolve.
<p>CP12 Project:</p> <p>Asset Management, Property Rationalisation and Investment</p>	<p>PS: Malcolm Macleod PM: Graham Bull</p>	<ul style="list-style-type: none"> Deliver efficiencies and reduce Council Estate to deliver £1.7m savings Compliance and behaviour change through Corporate Landlord approach with all properties treated as Corporate assets and must be used to best effect (cost/service delivery), and through adoption of agile working that maximises usage of space (e.g. presumption of hot desking) 	<p>Period Highlights</p> <ul style="list-style-type: none"> Staff Seminar held on New Ways of Working, with focus on changes to HQ. Workshop held with Scottish Futures Trust. Work continued on identifying target properties to ensure delivery of this year’s challenging budget savings. <p>Next period deliverables</p>

Project	Project Sponsor/ Project Manager	Scope and Purpose of Project	Update on Progress
		<p>This project will specifically target the following objectives:</p> <ul style="list-style-type: none"> • Challenging/supporting and ensuring that adequate resource exists in legal and asset management (surveyors) to deliver a quicker and more efficient asset disposals programme • Implementing new ways of working to become more a more agile, modern workplace and reduce space requirements • Reducing the number of properties occupied by the Council, with a particular focus on those with poor condition ratings and high backlog maintenance liabilities • Ensuring that Community Asset Transfer process is carried out as efficiently and effectively as possible, with strong support provided for communities. • Ensuring that Community Asset Reviews are carried out with Community Planning Partners to ensure that opportunities for co-location are identified and delivered. • Ensuring that commercial opportunities for property investment, as identified through the Commercial Board, are actioned appropriately. • A smarter asset management system that accurately triggers rent reviews. 	<ul style="list-style-type: none"> • Space Occupation Survey taking place in HQ to assist New Ways of Working Project. • Acceleration of strategy for identifying target buildings for rationalisation.
CP13 Project: ICT Development/Digital	PS: Jon Shepherd PM: Dan Scott	The Council has embarked upon an ambitious and challenging programme of change to upgrade the	The savings element of the project is effectively delivered, as it was part of contractual savings.

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		<p>ICT estate to a state of the art operating model. The programme includes:</p> <ul style="list-style-type: none"> • Migration to Microsoft Office 365 and Windows10, with a full device refresh programme, all underpinned by a comprehensive upgrade of the Councils' ageing network across schools and the Corporate estate. • Through communication and engagement, the Council will promote the efficient use of data, technology and applications that it has invested in. This will characterise digital and technology as a key enabler for transformation across the Council and endeavour to deliver continuous service improvement in line with business objectives. • Council Services will identify the right data structures, tools, applications and technologies to meet their business objectives. This in turn enables positive outcomes for its internal and external customers, which include citizens, pupils, staff and elected members alike. • The Council will use national and local government strategies, key legislative and other industry trends in the ICT sector. This includes Scotland wide programme of work being driven through the Local Government Digital Office. • To deliver savings of £2.15m 	<p>Period Highlights</p> <ul style="list-style-type: none"> • Corporate Computer Refresh -Volume ramp up planning complete (over 4000 corporate users contacted - detailed plan based on analysis of users response) • Detailed engagement progressing with Education • Sustainability and support options agreed for Chromebooks • Ongoing digital support for other change initiatives • CRM replacement project in progress <p>Next period deliverables</p> <ul style="list-style-type: none"> • Mass rollout of devices to commence with 600 users planned for refresh in October • Chromebook support options to be put in place and recruitment for support post to be progressed • CRM Project to complete market engagement and continue evaluation of proposed solution with stakeholders • Technical and digital support for a range of change initiatives • Detailed engagement and training with Microsoft on the future delivery of ICT as part of long term strategy planning • Recruitment under new Digital Team structure to be 100% complete

Project	Project Sponsor/ Project Manager	Scope and Purpose of Project	Update on Progress
CP14 Project: Workforce Planning	PS: Eliane Barrie	<p>This project will specifically target the following objective:</p> <ul style="list-style-type: none"> • Developing a strategy for the Council around: vision and values, flexible workforce, leadership and Management training for all employees, sustainable workforce, transition and C&L Management Restructure. • Review of Terms and Conditions • Programme/Project Board for Workforce Planning with workstreams for each of the key themes <p>Key to enabling staff related savings to be taken and sustained</p>	<p>Period Highlights</p> <ul style="list-style-type: none"> • Continued preparation of the Workforce Planning Strategy • Continued emphasis on reduction of agency spend. <p>Next period deliverables</p> <ul style="list-style-type: none"> • Continued roll out of Workforce Planning Strategy.
CP15 Project: Redesign	PS: Malcolm Macleod	<ul style="list-style-type: none"> • Savings of £1.38m to be delivered which are not covered elsewhere in the change programme. • Will include work around service budget peer review challenge as a separate budget management exercise. • New redesign reviews on catering, cleaning & FM and Engineering Services to be progressed ASAP • Includes ensuring the delivery of completed redesign reviews to maximise benefits (that are not covered through other project streams). • Lean reviews will continue to be identified and benefits realised (in addition to those captured above). 	<p>Period Highlights</p> <ul style="list-style-type: none"> • Work continued on Engineering Services review with focus on best practice being used elsewhere. • Work continued on Catering Services Review – update report given to Redesign Board workshop on 5th October 2019 – involvement from APSE has supported the Council team to highlight opportunities for process changes and potential commercial opportunities. • Workshop held with Redesign Board to look at new opportunities. <p>Next period deliverables</p> <ul style="list-style-type: none"> • Continued work to finalise ongoing reviews and identify further opportunities.

Project	Project Sponsor/ Project Manager	Scope and Purpose of Project	Update on Progress
CP16 Project: Income Generation	PS: Alison Clark	<ul style="list-style-type: none"> • Delivery of £700k income generation - £300k income target Feb 2019, £400k unmet target 2018/19 (in relation specifically to car parking income). • Implementation of a new policy approach to income generation at a local level within the context of increasing local decision making and involvement of communities. Implementation of the approach agreed by Redesign Board in June 2018 	Period highlights <ul style="list-style-type: none"> • Review of current approach and Policy completed to assess extent that this will deliver required levels of income • Member seminar and cross party members budget sessions held to trail proposed revisions to Policy and financial considerations of the same • Approach and Plan drafted for full implementation during 2020/21 Next period deliverables <ul style="list-style-type: none"> • Revised Policy and proposed approach to engagement and implementation to special EDI Committee 24 October 2019 • Secure resource to carry out site assessments, and complete site searches to confirm ownership and any specific site conditions • Accounting for outcomes from EDI (and Council?), finalise approach and Plan for full implementation during 2020/21

Change Fund – Progress Report October 2019

Projects	Status	Committed Cost to Change Fund	Running Total
			£2,500,000
<u>Education Transformation</u>			
5 X HTs + Expert Advisor	Appointed	£500,000	£2,000,000
<u>Care Placement Services Programme</u>			
1 X Project Manager	This post has been recruited to from within exiting CET Resources, so no longer required from the Change Fund.		
1 X Business Analyst	No longer required		
2 X Social Workers	Out to recruitment	£100,000	£1,900,000
<u>Trades Review</u>			
1 X Project Manager	Interviews completed and has been filled from 10 June 2019.	£53,000	£1,847,000
<u>Transport and Grey Fleet</u>			
1 X Project Manager	Interviews completed and has been filled from 10 June 2019	£53,000	£1,794,000
1 X Business Analyst	Not being progressed at present so no requirement from Change Fund.		
<u>Waste Strategy</u>			
External Advice	External advice has now been sought on the Council's approach to Commercial Waste. The team is now considering the recommendations and will move to implement as soon as possible.	£60,000	£1,734,000
<u>Income Generation including Visitor Levy</u>			
1 X Project Lead	Interviews complete and has been filled from 30 May 2019.	£53,000	£1,681,000
1 X Project coordinator	Not being progressed at present so no requirement from the Change Fund.		
<u>Corporate Support</u>			
2 X HR Officers	Both posts filled and commenced from 3.6.19 and 10.6.19 2 HROs HC7 12 months @ £31,012 x 2	£62,024	£1,618,976
2 X Learning and Development Officers	2 L&D Adviser HC07 12 months. Only one filled – seconded by Depute HT @	£48,000	£1,570,976

	£48K second post will not be filled		
Attendance Management Officer	1 ASO HC07 12 months @ £31,012 Filled and commenced 3.6.19	£31,012	£1,539,964
Talent Attraction Manager	1 Talent Manager HC10 12 months Filled and commenced 3.6.19	£43,589	£1,496,375
<u>Visitor Levy</u> Procure independent engagement expertise	The Moffat Centre has been appointed to assist with the ongoing levy consultation.	£23,000	£1,473,375
<u>Education Transformation</u> Project/Programme Manager	Following a review, this project is being resourced from existing resources so there is no requirement to take up the Change Fund allocation.		
<u>ASN</u> Project Manager	Interviews have been held and post has been filled.	£53,000	£1,420,375
Parent and Pupil Advocacy posts – communication support for communities and parents with children with ASN	Not yet progressed.	£22,000	£1,398,375
<u>Enhanced Communications</u> Communications resource to support the Change Programme	Completed – post has been filled, and resource now in place.	£60,000	£1,338,375
Senior Health post at Head of Service level	Appointed end August.	c£80,000	£1,258,375
Redesign Peer Review of Catering	The Association of Public Sector Excellence (APSE) has been commissioned to assist the ongoing Peer Review of Catering Services. His work is ongoing and delivering against the objectives set to identify potential process and system improvements or new commercial opportunities. An update was provided to the October Redesign Board.	£16,000	£1,242,375
External research and	In June the Council approved £75k of	£75,000	£1,167,375

advice on Community Services budgets	funding from phase 3 of the fund to resource specialist external advice for a comprehensive review of Community Services budgets, support the roll out of additional budget responsibility to local committees, including the further development of local income generation opportunities. Since then a brief for this work has been produced. The focus of external support is to be on non-staffing expenditure as that accounts for £86m of annual expenditure (57% of the gross service budget of £151m) and as corporate controls are in use on staffing expenditure. This is expected to identify in-year savings and future savings ideas. External support is also sought to review the budget arrangements for place-based service planning, drawing on experience elsewhere in the UK, supporting a new local pilot (currently being defined but focused on total resources around depots and explained further below) and critically reviewing the income and expenditure from current disaggregated budgets in order to understand surplus and deficits for each local committee area. Work is underway to identify which organisation can support this work in the timescales required. Likely to be moved forward in January 2020.		
Effective Governance in financial and performance reporting	We are working on a collaborative approach between the Corporate Performance Team, ICT Services and Microsoft with weekly telephone conferences. Initial training was delivered by Microsoft on relevant products on 13th August. Work continues on developing a Proof of Concept model, and it is likely that all of the change fund request will not be required.	£70,000	£1,097,375
Suicide Prevention support	A planning meeting has taken place with NHS and Police partners to scope the terms of the research and the Public Protection Chief Officer's group will be asked to agree the terms of reference at their next meeting in early September. As noted in the paper to Council in June, the focus will be on reviewing and assessing current evidence across partner data sources and	£15,000	£1,082,375

	information and review successful intervention activity related to suicide prevention both nationally and internationally.		
Office moves and changes - HQ	The HQ project is now being implemented, and Scottish Futures Trust is assisting the Council in the implementation of the project, particularly with respect to the culture change required to adopt new methods of working. There has been no spend against this commitment to date.	£30,000	£1,052,375
Commercial and Conveyancing Solicitors	Posts were advertised over the summer and both solicitors have now been appointed. This will greatly assist in the delivery of property rationalisation and disposal and in assisting with commercial investment projects.	£60,000	£992,375
Energy Performance Certificates resource	Post has been advertised and will be recruited to shortly.	£82,000	£910,375
Organisational Transformation Programme	Posts have been advertised. Progress on the project is subject to another report on the October Council agenda.	£82,000	£828,375
Workforce Planning, staff wellbeing and resilience	Advert for 2 Business Partners for 12 months being progressed. Further discussions on additional post being undertaken to ensure tie-in with Resourcelink project.	£145,000	£683,375
Members' Training and Development Programme	Good progress is being made to develop the new training and development programme for members. A dedicated L&D officer has been identified to lead on the programme development and they are reviewing the content of the individual priority training courses approved at last Council and refining the self-assessment tool. We are also working with the Improvement Service and other local authorities to improve the variety and quality of the elective training courses available to Members through the self-assessment process. Development of joint officer/member training materials for a new leadership, culture and behaviour course is underway and discussions are also preceding with CIPFA to design an approach for enhanced financial and scrutiny & assurance training with a view to achieving accredited status on the next 3	£50,000	£633,375

	years. Further progress will be reported to the December Council.		
Housing Support/Talent Attraction	Discussions on appropriate methodology for this work is underway. Potential tie-in with work being undertaken by NHS Highland.	£10,000	£623,375
Income Generation/TVL	Community Engagement post has been filled, and resource is now in place. Project Management post to follow.	£117,000	£506,375
Trades Review	Recruitment underway to support the delivery of the pilot projects.	£86,000	£420,375
Community Services Pilots	Process for seeking external HR support is underway.	£75,000	£345,375
Total		£2,154,625	£345,375