

# Corporate Policy and Strategy Committee

10.00am, Tuesday 12 May 2015

## Council transformation programme and improvement plan

<b>Item number</b>	7.5
<b>Report number</b>	
<b>Executive/routine</b>	
<b>Wards</b>	All

### Executive summary

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The Council continues to operate in a challenging environment with increases in demand for services within ongoing financial constraints.

This report provides a single, consolidated overview of progress to refresh the Council's strategic planning framework; the objectives, key initiatives and delivery of the Council Transformation Programme; and an overview of progress on all actions in response to the Best Value audit.

### Links

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<b>Coalition pledges</b>	P30
<b>Council outcomes</b>	CO25
<b>Single Outcome Agreement</b>	SO1, SO2, SO3 & SO4

## Council transformation programme and improvement plan

### Recommendations

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- 1.1 To note the progress made to date across all areas of the Council's transformation programme and improvement plan detailed in appendices one and two to this report.

### Background

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- 2.1 The Council continues to operate in a challenging environment with increases in demand for services within ongoing financial constraints. In response the Council is implementing a revised strategic planning framework with a clear line of sight from the Council's overarching vision to delivery of transformation via a consolidated Council transformation and improvement plan.
- 2.2 This approach is designed to ensure a continued focus on outcomes while supporting transparent delivery of key initiatives, service prioritisation and achievement of required financial savings.

### Main report

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#### Delivering a lean and agile Council

- 3.1 This report provides a single, consolidated overview of progress against delivery of the Council Transformation Programme and improvement plan.
- 3.2 This includes key areas such as progress towards the development of updates to the Council's strategic vision, framework and business plan for 2015-18. A core priority highlighted in the Council Business Plan is the delivery of transformational change across the organisation. Updates on objectives, key initiatives and deliverables across all projects and workstreams included in the Council Transformation and improvement plan are provided in detail in appendix one to this report.

- 3.3 Many of these workstreams also form part of the Council's response to the Best Value follow up report published by the Accounts Commission in December 2014. This report highlighted 6 key areas for improvement in the Council:
- 3.3.1 effective corporate working;
  - 3.3.2 financial savings;
  - 3.3.3 Council transformation;
  - 3.3.4 communications and engagement;
  - 3.3.5 workforce strategy and management; and
  - 3.3.6 ICT re-procurement.
- 3.4 A summary of progress towards improvement under each priority area in the Best Value follow up report is provided in appendix two to this report.

### **Measures of success**

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- 4.1 The transformation programme business cases have identified significant financial and non-financial benefits associated with the overall transformation programme.

### **Financial impact**

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- 5.1 The estimated recurring savings from the most likely scenario set out in the business cases after 5 years is £48.8m.
- 5.2 Based on the assumptions underpinning the business cases, it is estimated that £34.0m of additional savings will be realised, excluding potential overlaps with operational savings, primarily captured in the 2015/16 budget of £12.8m and estimated savings attributable to the Housing Revenue Account of £2m.

### **Risk, policy, compliance and governance impact**

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- 6.1 The Programme Management and Governance arrangements were approved on the 19 March 2015 by the Finance and Resource committee.
- 6.2 A risk register will be developed as part of the PMO and reported monthly to the programme board and bi-monthly to Finance and Resource committee

## Equalities impact

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- 7.1 The recommendations described within this report are relevant to the Equality Act 2010 public sector equality duty. As such, all business cases have been subject to an equalities and rights impact assessment. In summary, these assessments indicate that the proposed move to a four area locality model will provide new opportunities to strengthen partnership activity and public services to improve rights related to safety, health, education, standard of living and the environment. The ERIA will be ongoing for the duration of the delivery of the projects with appropriate advice from equality and rights advisors. This will ensure:
- 7.2 New locality management arrangements and local community engagement arrangements take cognisance of the needs of equalities communities of interest in addition to communities of place
- 7.3 New grant and contract programmes are designed to ensure the protection of the most vulnerable communities, families and individuals to maintain equality of opportunity.
- 7.4 Face to face contact and other contact channels are maintained for individuals, families and groups that have difficulties when accessing new or IT based channels.

## Sustainability impact

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- 8.1 The recommendations of this report have been assessed in line with the public bodies duties described within the Climate Change Scotland Act (2009). In summary, a move to enhanced locality working will provide for new opportunities to strengthen the Councils work to mitigate against climate change, adapt to climate change and act in a more sustainable manner.

## Consultation and engagement

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- 9.1 The CEC Transformation programme has engaged with staff using a number of methods, including drop-in sessions, workshops, a dedicated e-mail address, ORB page, blog and communications updates.
- 9.2 A comprehensive customer and employee engagement plan will be developed for each of the workstreams with a dedicated overarching change plan, involving staff, elected members, partners and trade unions.

## Background reading/external references

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[BOLD transformation programme: Progress report – Report to Finance and Resources, 19 March 2015](#)

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## Links

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<b>Coalition pledges</b>	P30 - Continue to maintain a sound financial position including long term financial position.
<b>Council outcomes</b>	CO25 – The Council has efficient and effective services that deliver on agreed objectives.
<b>Single Outcome Agreement</b>	SO1 – Edinburgh’s Economy Delivers increased investment jobs and opportunities for all. SO2 – Edinburgh’s citizens experience improved health and wellbeing, with reduced inequalities in health. SO3 – Edinburgh’s children and young people enjoy their childhood and fulfil their potential. SO4 – Edinburgh’s communities are safer and have improved physical and social fabric.
<b>Appendices</b>	Appendix One: Council Transformation Programme: Delivering a Lean and Agile Council, progress update May 2015 Appendix Two: Best Value Improvement Actions

City of Edinburgh Council

# Council Transformation Programme

*Delivering a lean and agile Council*

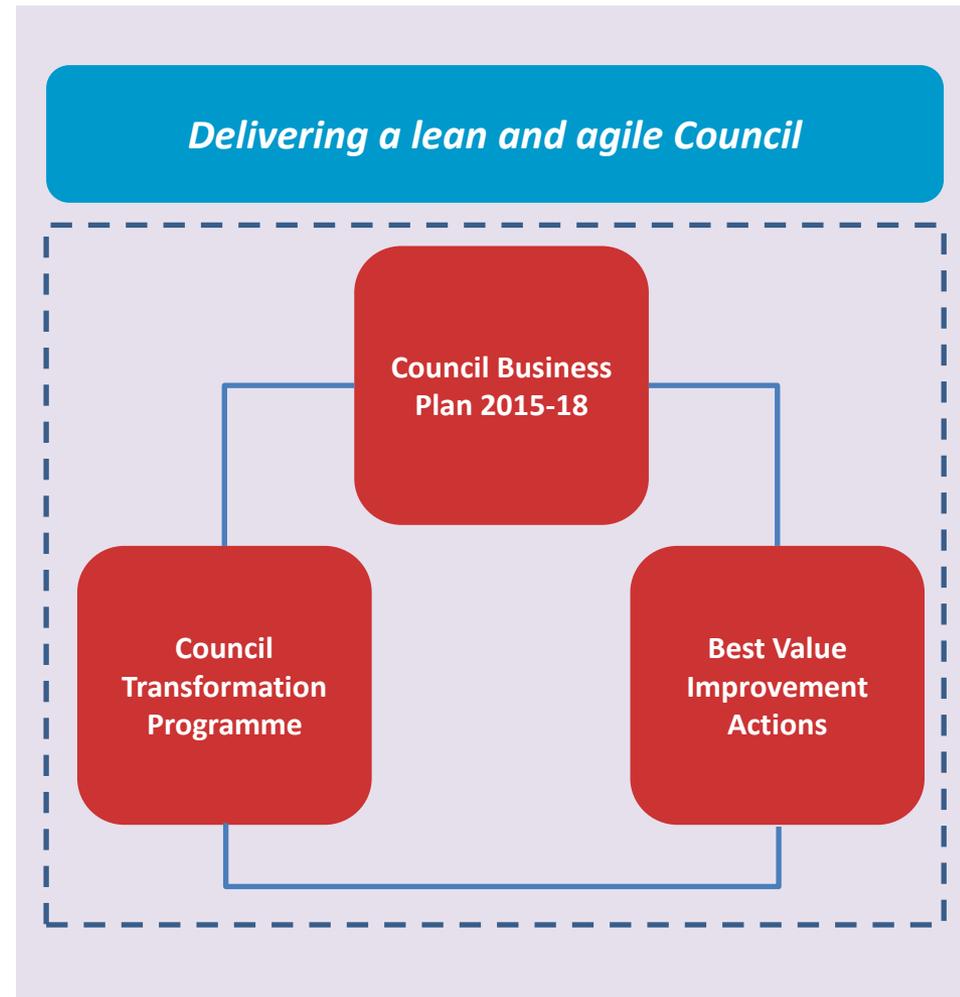
Progress update, May 2015

# Introduction

This appendix provides a single, consolidated overview of progress against delivery of the Council Transformation Programme.

This includes key areas such as progress towards the development of updates to the Council's strategic vision and business plan for 2015-18. A core priority highlighted in the Council Business Plan is the delivery of transformational change across the organisation. Towards this, updates against all projects and workstreams included in the Council Transformation Programme are provided.

All of these workstreams also form part of the Council's response to the Best Value follow up report published by the Accounts Commission in December 2014 which highlighted 6 key areas for improvement in the Council.



# Council Business Plan 2015-18

The environment in which the Council operates is changing and the delivery of our vision for the city requires fundamental changes to the way we provide our services.

In response to these changes, the Council's strategic model is evolving. A new Council Business plan to cover the period 2015-18 is currently being developed. The plan is built around a single vision for the city, shared with all our partners, of Edinburgh as a thriving, sustainable capital city. To deliver this vision, Council services focus their work around three, overlapping strategic themes. These themes define the priorities for Council services and set out our commitment to:

- **Improve quality of life;**
- **Ensure economic vitality;** and
- **Build excellent places.**

Across all these themes, we are committed to providing best value for the people of Edinburgh and to **deliver lean and agile Council services**.

This plan is supported by four foundation strategies which aim to transform the way we deliver services, to meet our financial challenges, deliver an engaged and empowered workforce, and strengthen the way we engage with customers and partners.

Council Vision for 2015-2018

**Edinburgh is a thriving, sustainable capital city in which all forms of deprivation and inequality are reduced**

To deliver this vision, Council services focus their work around three overlapping strategic themes

**Improve quality of life**

**Ensure economic vitality**

**Build excellent places**

Across all these themes, we aim to:

**Deliver lean and agile Council services**

*Council-wide foundation strategies*

**Transformation**

**Workforce**

**Customer and partner engagement**

**Budget**

# Council Business Plan 2015-18

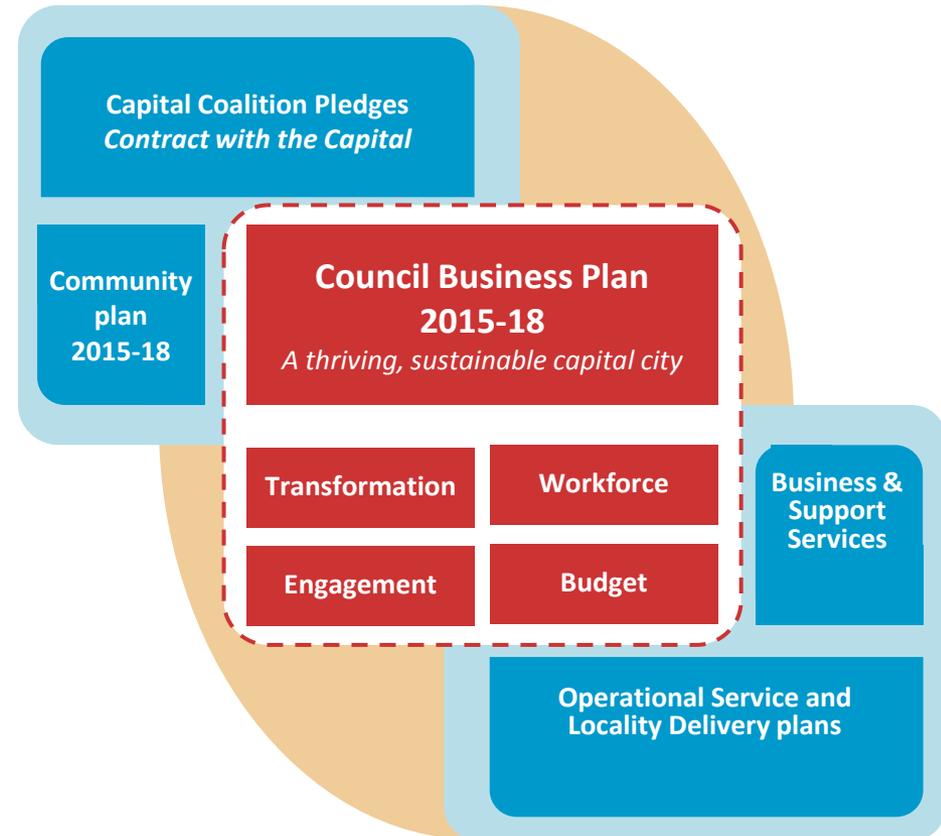
The new Council Business Plan forms part of an integrated planning and performance framework that connects the strategic priorities of the Council to:

- Commitments and pledges set out by the Council leader and the Capital Coalition;
- Commitments and action plans agreed by the Council with its Community Planning partners through the Edinburgh Partnership; and
- Detailed operational plans for the delivery of frontline services, and local area plans guiding the delivery of services in our communities.

Further details on commitments and targets for each element of this framework are available on the [Strategy and Performance](#) pages of the Council website.

## **Delivery Milestones**

- A new Council Business Plan for 2015-18 will be presented to the Corporate Policy and Strategy Committee on **9<sup>th</sup> June 2015**
- Ahead of this, briefing sessions with elected members are planned for week commencing **25<sup>th</sup> May**.



# Council Transformation Programme

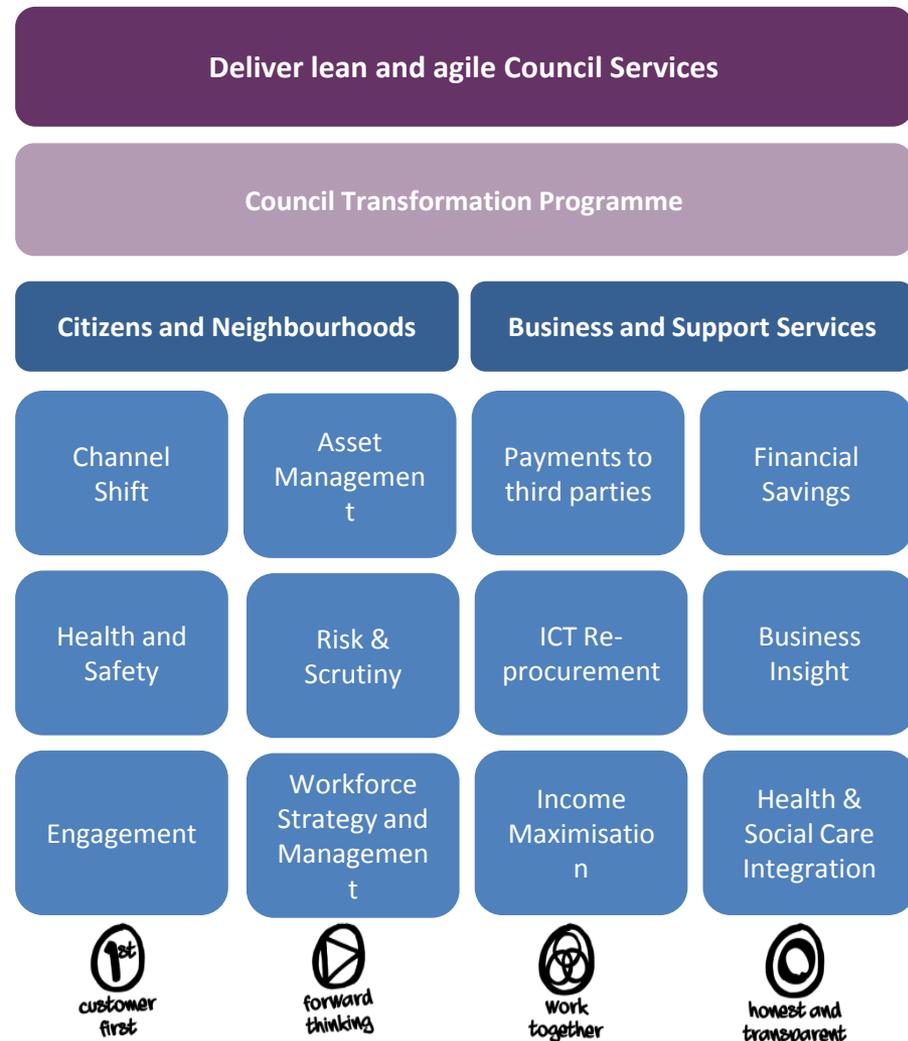
A core priority highlighted in the Council Business Plan is the delivery of transformational change across the organisation. This is a programme of change aimed at building a lean and agile organisation, centred on customers, services and communities.

Our *Council Transformation Programme* sets out an integrated programme of projects pulling together all aspects of transformation.

The plan comprises four core projects, supported by a number of cross-cutting workstreams.

- **Citizens and Neighbourhoods:** This project will deliver a new operating model for the Council in which services have an enhanced focus on local communities
- **Business and Support Services:** This project will deliver a new model for the provision of central support for Council services.
- **Channel Shift:** This project aims to reduce the cost of delivery of a wide range of Council services by shifting Channel to the most efficient and appropriate available.
- **Asset Management:** This project aims to create a credible, focused and sustainable delivery organisation for property and facilities management.

These projects are supported by a range of initiatives aimed at improving customer outcomes and providing best value for money.



# Council Transformation Programme

## Progress to date

This appendix provides the Corporate Policy and Strategy Committee with an overview of the Council's Transformation Programme and all related initiatives aimed at delivering a more lean and agile Council with particular emphasis on objectives, key initiatives and delivery milestones.

To ensure clear visibility and transparency a single transformation, cost reduction and monitoring approach has been agreed. This approach to financial tracking and benefits realisation will be a critical element of the Transformation programme. The approved business cases will be refined and assumptions tested as the programme progresses.

Recognising the magnitude of the challenge, the Finance & Resources Committee has instructed the Corporate Management Team to develop proposals to manage the estimated requirement for further reductions / savings in 2016/17 to a value of at least £20m.

## Savings Profile

The current savings profile reported to the Transformation Programme Board and the Finance and Resources Committee is outlined below:

Savings Profile (£m)					
Year	15/ 16	16/ 17	17/ 18	18/ 19	19/ 20
<b>Approved Savings</b>	22	22	22	22	22
<b>Transformation Business Cases less double count risk</b>		11	26	31	34
<b>Further reductions / savings required</b>		20	19	34	51
<b>Total Cumulative Savings required</b>	22	53	67	87	107

# Council Transformation Programme

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## **Leadership and Governance**

The programme management and governance arrangements required to integrate and mobilise the Council's transformation programme have been agreed. The Programme Board now meets every two weeks and is chaired by the Senior Responsible Officer for the Programme – the Director of Corporate Governance.

## **Programme implementation plan**

A high level programme implementation plan or 'Roadmap' has been produced which provides an overview of the main activities and phases of the Transformation Programme. These activities include the design of the future organisation, and staff and union consultation.

## **Delivery model blueprint and design**

The Blueprint, as agreed by the Finance and Resources Committee, which includes the design principles of the future organisation based on the strategic choices made to date and data collected throughout the duration of the programme, has been considered by programme board. The final version will be brought to the June 4<sup>th</sup> F&R Committee.

A further design document which builds on the Blueprint, the Design Mandate, is currently being built. This document shows the future organisation design at a greater level of detail and includes information such as requirements (e.g. IT or property), dependencies and a high level roadmap of the transition states to the future organisation. The level of detail available from each workstream is mixed based on progress of work to date. While the report available for the June 4<sup>th</sup> F&R Committee meeting will be a high level draft version, it is anticipated that a fully populated version of the future design report will be complete by the end of summer.

## **Programme Management Office (PMO)**

To support the delivery of the projects and realise the planned benefits, the Council has established a Programme Management Office (PMO). The PMO has developed programme management methodology, processes, systems and projects capability; provides assurance to the Programme Board and stakeholders; build, maintain and own delivery of the programme plan; and be the single point of communication for all programme related enquiries.

# Council Transformation Programme

## Programme Management Office (PMO) progress

The Programme Management Office (PMO) was established to support the delivery of the Transformation Programme. Over the past four weeks the PMO has:

- Created a Programme Dashboard that details project progress, risks and issues with mitigating actions, and financial budgetary information;
- Defined core project and programme documentation, toolkit and methodologies;
- Set up a shared document repository to facilitate inter-project working;
- Facilitated group and 1:1 sessions to develop project plans, dependencies and change control procedures; and
- Initiated a change control cycle for programme roll-out.

Upcoming activities include:

- Develop and incorporate benefits and actual cost tracking into the programme dashboard;
- Continue 1:1 sessions with Project Managers to develop core project documentation and facilitate wider team sessions;
- Develop programme level stakeholder mapping;

- Introduce consolidate dependency tracker;
- Roll out change control cycle to all projects; and
- Consolidate project plans into a integrated programme level plan; and
- Define PMO role transition plan from EY to CEC.

Currently the PMO is being built by EY, however it will be essential for the Council over the coming months to build a deeper and more resilient competence in change management, and therefore there is a strong focus on building in house capability and capacity in this area

## Work stream updates

Appendix 1 to this paper provides brief updates on progress against each of the transformation workstreams which constitute the programme. Each update provides a summary of objectives, key initiatives underway, and upcoming delivery milestones.

# Audit Scotland Best Value 2015 – progress monitoring update

The Council continues to operate in a challenging environment with increasing demand for services occurring alongside ongoing financial restraints. The Best Value follow-up report by the Accounts Commission in December 2014 identified 6 key areas for improvement.

All actions carried out in response to the Best Value audit are undertaken within the wider context of the Council's new developing Business Plan for 2015-20 and the established Council Transformation Programme.

A summary of progress towards improvement under each priority area is provided below. Detailed progress updates are provided in Appendix 2.



actions agreed and on track



on track but some actions not progressing



actions overdue

Improvement area	Selected updates	Status
<b>Effective corporate working</b>	New corporate delivery model approved by Council in December. Council Business Plan 2015-18 is in preparation – CP&S 9th June.	
<b>Financial Savings</b>	Financial framework for 16/17 and Council's Budget Strategy to be considered at F&R 13 May.	
<b>Council Transformation Programme</b>	Programme and workstream updates provided in Appendix 1 to this paper.	
<b>Communications and Engagement</b>	The third phase of PIOP, "Leading Through Change", delivered. Sessions focused on supporting managers to lead and engage their teams through transformational change.	
<b>Workforce Strategy and Management</b>	Workforce Strategy 2015- 20, implementation plan and Workforce Controls Framework approved by F&R Committee on 19th March.	
<b>ICT Re-procurement</b>	A formal timeline is in development to complete procurement by summer 2015.	

City of Edinburgh Council

# Council Transformation Programme

*Delivering a lean and agile Council*

Progress update, May 2015

# Council Transformation Programme – progress updates

The following is a brief update of progress against each of the projects and workstreams included within the Council Transformation Programme.

Each update provides a summary of objectives, key initiatives underway, and upcoming delivery milestones.

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- Citizens and Neighbourhoods
  - Business and Support Services
  - Channel Shift
  - Financial Management
  - Asset Management
  - Income Maximisation
  - ICT Re-procurement
  - Health and Safety
  - Workforce Strategy and Management
  - Risk and Scrutiny
  - Health and Social Care integration
  - Engagement and Communication
  - Payments to Third Parties
  - Business Insight and Management Information

# Council Transformation Programme – progress updates

## • Citizens and Neighbourhoods

### Objectives

- implementing leaner structures, process improvements; reconfiguring and integrating service teams;
- Improve outcomes for customers across localities by adopting the digital agenda; prioritising activities; investing in prevention; creating greater agility; breaking down service silos; and investing in service infrastructure.
- Based on the assumptions in the business case it is estimated that additional recurring savings of £15.2m will be realised by 2019/20.

### Key initiatives underway

- Activity Analysis to understand the 'as is' to inform future service changes and improvements.
- Development of new blueprint and structure for the Council supporting the new locality model, supported by analysis to validate process improvement and management layering.
- Developing business cases for quick wins and early adopters to deliver on efficiency savings and benefits realisation.

### Delivery milestones

- New blueprint and high level structure delivered by June 2015 with implementation as agreed thereafter.
- New localities model delivered by April 2016 in consultation with partners in line with other drivers for change.
- Ongoing implementation of business cases to deliver on benefits realisation as part of transformation programme

## • Business and Support Services

### Objectives

- Deliver a model for Business and Support Services which will provide an integrated, consolidated and smarter approach for the council's support services.
- Improve service delivery while driving out duplication, inefficiency and delivering economies of scale.
- Based on the assumptions in the business case it is estimated that additional recurring savings of £6.3m will be realised by 2019/20.

# Council Transformation Programme – progress updates

## • Business and Support Services

### Key initiatives underway

- Activity analysis is currently underway which will provide a clear and up to date picture of how the council currently operates.
- The process for future organisation design and a draft timelines for the implementation of early adopters has been developed.
- Learn from other local authorities experiences - Renfrewshire and Glasgow.
- Stakeholder communication is being delivered across all levels of the organisation.

### Delivery milestones

- Activity analysis data collated **May 2015**.
- Early adopter commence implementation activities **July 2015**.
- Design stage gate report complete for sign off **June 2015**.

## • Channel Shift

### Objectives

- CRM system live with **103** users in Neighbourhood offices and Contact Centre.

- Continued rise in registered users and online transactions
  - Registered users **31,609** (March) **28,761** (February)
  - Avg. transactions per week **1,152** (March) **903** (February)
  - Avg. account views per week **2,662** (March) **1189** (February)
  - Based on the assumptions in the business case it is estimated that additional recurring savings of £5.3m will be realised by 2019/20.

### Key initiatives underway

- Data collection and analysis across all transactions.
- Mini-business case development for Parking, Licensing, Council wide complaints, Registrars and Housing Asset Management.
- Marketing plan development is at an advanced stage.

### Delivery milestones

- Data collection completion w/c **27/04/15**
- Internal communications and marketing – **May 2015**
- External marketing – **June 2015**

# Council Transformation Programme – progress updates

## • Financial Management/Benefits Realisation

### Objectives

- To support the development and implementation of robust Transformation Programme savings proposals.
- To develop and embed robust benefits planning and management arrangements within all transformation projects.
- To support the management and delivery of the Transformation Programme within approved resources.
- To assess transformation programme savings proposals, including management of the risk of double-count with existing approved savings.

### Key initiatives underway

- Engagement with all project teams to support the review of business case assumptions and development of business cases.
- Development of arrangements to establish an evidence-based approach to applying confidence assessments to estimated savings developed by project teams.
- Supporting the development of proposals for revised arrangements for voluntary release.
- Supporting development of the integrated Programme implementation budget.

### Delivery milestones

- The integrated Programme implementation budget will be reported to Finance & Resources Committee in **June 2015**.

## • Asset Management

### Objectives

- To create a credible, focused and sustainable delivery organisation for property;
- To provide a fit-for-purpose, right-sized and safe estate;
- To provide an appropriate level of service at an acceptable and efficient cost; and
- To act in a commercial manner to maximise value.

### Key initiatives underway

- Financial Baseline: Validate integrity of financial information, capture financial assumptions, establish financial baseline over 10 year period, track budget transfers;
- Service Delivery Optimisation: Benchmark current service provision to external benchmarks, consider alternative delivery models, optimise delivery of capital projects, agree sustainable future service provision;

# Council Transformation Programme – progress updates

## • Asset Management

### Key initiatives underway (continued)

- Estate Rationalisation: Identify future operational estate footprint, establish surplus property disposal pipeline, develop additional estate rationalisation initiatives; and
- Investment Portfolio Optimisation: Analysis of current investment portfolio, develop investment strategy for investment portfolio, identify properties for disposal to move towards a more efficient core portfolio.
- As part of the Asset Management work stream the programme is reviewing the current delivery model for facilities management, with a view to identify annual savings  
The recommendation in regard FM will be included in the Business Case at the 4 June Finance and Resources Committee

### Delivery milestones

- First draft of business cases for each key initiative to be completed and will be presented to the Programme Board on the **05 May**.
- Final business cases to be completed for circulation by **19 May**.

## • Income Maximisation

### Objectives

- To encourage and facilitate the increase in income from all appropriate areas of the Council's current and future operations.
- To proceed with delivery of a small number of targeted work-streams aimed at generating maximum income for the Council.

### Key initiatives underway

- Currently in scoping stage to develop a list of potential projects to be taken forward by the workstream .
- The risk appetite, legislative and other constraints are being assessed so the work-streams can be fully defined and refined further.

### Delivery milestones

#### Scoping Phase milestones:

- Business cases to be received from potential projects we **24/04/15**.

# Council Transformation Programme – progress updates

## • ICT Re-procurement

### Objectives

- To save the Council £6m per annum against core spend of £26.2m;
- To transform the existing ICT service into a flexible, scalable service;
- To move to a prime supplier; and
- To implement an output based solution

### Key initiatives underway

- The Council has continued to progress actions to address the ICT arrangements to ensure they are fit for purpose and help to improve services and make savings. In addition the Council has sought to ensure it has the required skills and expertise when planning and managing its new ICT contract. A review of this process was reported to the Finance and Resources Committee in January 2015.
- A formal timeline is being worked to as part of the procurement process, in discussion with the bidders. This will see the completion of the procurement process by summer 2015.

### Delivery milestones

- Appointment of preferred bidder – **3<sup>rd</sup> August**
- Transition Commences – **End August**
- Transition Complete – **1<sup>st</sup> April 2016**

## • Health and Safety

### Objectives

- Our health and safety strategy sets out our key priority areas for 2015/16, designed to meet our commitment to a culture of 'zero harm', in an environment where health and safety is everyone's responsibility.
- The Council Health and Safety Strategy outlines 6 key priority areas for action: *Leadership and accountability; Governance, assurance and oversight; Risk management; Measurement; Training; Communication*

### Key initiatives underway

- A proposed governance and reporting framework has been developed for health and safety, integrated within the Council Risk Management Framework. The reporting accountabilities will ensure an appropriate level of oversight for health and safety.
- Underpinning this framework, two new oversight groups are proposed:
  - A Council Health and Safety Group, chaired by the Director of Corporate Governance, and
  - A Council Health and Safety Forum, chaired by Vice-Convenor of the Finance and Resources Committee

# Council Transformation Programme – progress updates

## • Workforce Strategy and Management

### Objectives

- To deliver the people elements required to enable the Council to transform itself into the Organise To Deliver structure approved by Elected Members on 5 December 2014.
- The Council's workforce arrangements are designed to ensure an engaged and empowered workforce with skills to meet evolving and changing service requirements for the Council's customers.
- To deliver improved performance and employee cost savings through more efficient planning, management and monitoring of staff resources.

### Key initiatives underway

The following initiatives are underway for this workstream:

- Trade Union engagement
- Head of Service Appointments
- Amendments to VR/VERA payments
- Career Transition Centre
- Senior Leadership support
- Transformation Insight
- Workforce Planning framework
- Workforce Controls

### Delivery milestones

- |                                      |                        |
|--------------------------------------|------------------------|
| • Pulse Tracker Survey launched      | end <b>April 2015</b>  |
| • Skills Academy launched            | end <b>April 2015</b>  |
| • Leadership Summit                  | end <b>April 2015</b>  |
| • Pulse Tracker Survey results       | end <b>May 2015</b>    |
| • Amended VERA/VR payments effective | end <b>June 2015</b>   |
| • Tier 1 Appointments completed      | end <b>June 2015</b>   |
| • Transition Centre                  | end <b>August 2015</b> |

## • Risk and Scrutiny

### Key initiatives underway

The following initiatives are underway for this workstream:

- Council's prioritised risks were agreed by the Governance, Risk and Best Value Committee in February 2015;
- A dynamic working risk profile is regularly updated to reflect the Council's key priorities;
- An Audit scrutiny plan has been agreed for 2014-2015; and
- All Council and Committee meetings are now webcast.

# Council Transformation Programme – progress updates

## • Health and Social Care Integration

### Key activities

- Draft Health and Social Care Integration Scheme was approved for public consultation purposes by the Policy and Strategy Committee on 20 January 2015.
- The draft Integration Scheme was approved by NHSL Board on 4 March and City of Edinburgh Council on 12 March 2015 ahead of submission to Scottish Government on 31 March 2015.
- The timeline for establishment of an Integrated Joint Board is as follows:
  - Scottish Government reviews the Integration Scheme, and if approved, establish the Integration Authority in statute. Scottish Government have indicated that this is likely to take about 12 weeks;
  - the IJB appoints its Chief Officer and an officer responsible for the proper administration of its financial affairs;
  - The Strategic Planning Group is established formally and prepares the Strategic Plan (including locality plans), which identifies the Integration Start Date;
  - The Strategic Plan is published; and
  - Responsibility for the integrated services and associated resources are delegated to the IJB on the start date, in line with the direction of the Strategic Plan, and by 1 April 2016.

## • Engagement and Communications

### Objectives

- Build an understanding that we need to reduce our cost base to meet budgets, keeping people informed as we progress.
- Develop a culture where employees embrace and live by our values and focus on customer service as a main priority.
- Build an understanding of the reasons for change and the benefits of the new way of working.
- Generate a feeling of participation in the change process and collaboration with the Council.
- Enable employees to feel supported, informed and engaged throughout the change process.

### Key initiatives underway

The following initiatives are underway for this workstream:

- Weekly programme messaging updates for managers.
- Leadership Summit and Programme event.
- Messaging to support CP&S and F&R Committees update.
- Comms planning to support early adopter moves.
- Consistent look and feel for all programme correspondence.
- Chief Executive and heads of service appointments announcements.

# Council Transformation Programme – progress updates

## • Engagement and Communications

### Delivery milestones

- CP&S and F&R Committees
- Leadership Summit – **29 April**
- Early adopter moves
- CE appointment announcement at Full Council on **28 May**

### Key initiatives underway

- Service-led coproduction of new grant and contract programmes for 2016/17.
- Regular senior level engagement between the Council, third sector and partners to oversee the co-production process and manage delivery of project objectives.

### Delivery milestones

- New coproduced programme proposals for 2016/17 agreed by Executive Committees by **September 2015**.
- New programme awards made by Executive Committees by **March 2016**.

## • Payments to Third Parties

### Objectives

- Improve customer outcomes and reduce duplication through the delivery of strategically aligned third sector investment programmes, coproduced in collaboration with the third sector and partners.
- Reduce payments to Third Parties for the provision of Community Services
- Total of £10.8m savings (10% of £108m total in-scope expenditure) to be realised from grants, contracts and other relevant third party payments between 2015/16 and 2017/18.

## • Business Insight and Management Information

### Key initiatives underway

- Development of one business insight dashboard, aligned to the corporate priorities set out in the Council Business Plan 2015-18 and providing management information on:
  - Performance against corporate performance targets
  - Progress on transformation programme initiatives
  - Progress on implementation of Best Value commitments

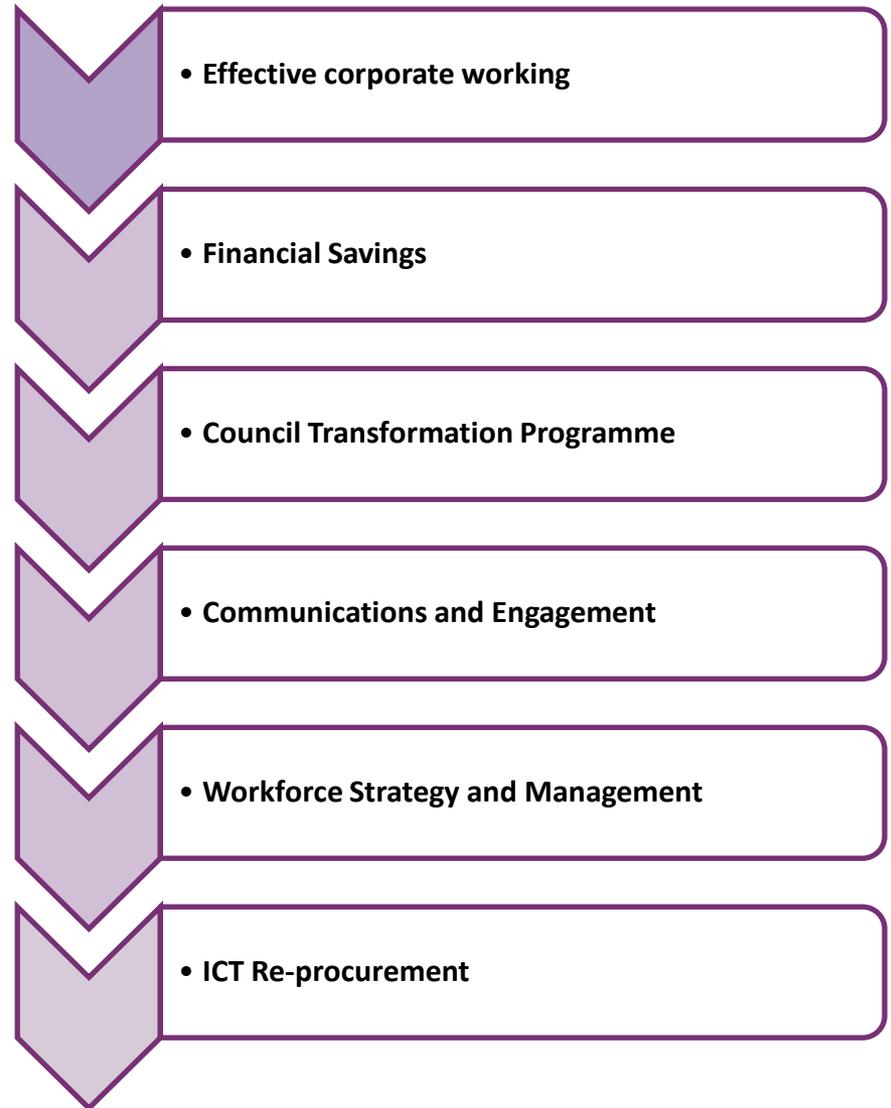
### Delivery milestones

- Corporate Policy and Strategy Committee, **9<sup>th</sup> June 2015**

## Appendix 2: Audit Scotland Best Value – improvement actions

Appendix 2 provides a detailed update of progress against each of the key areas for improvement identified in the Best Value follow-up report published by the Accounts Commission in December 2014 .

Each update provides a summary of the findings of the Best Value report, a review of progress towards making improvements, and a timeline for further updates.



# Appendix 2: Best Value improvement actions

## Theme: Effective Corporate Working

### BV Audit Report 2014 - findings

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The Best Value audit report highlighted that the Corporate Leadership Group (CLG) needs to ensure that it maintains a corporate approach to resolving issues. The audit report highlighted statutory repairs and the review of health and social care integration as illustrative of the key risks, when the CLG's oversight of major issues is not fully co-ordinated, that would impact on:

- effective corporate working,
- the confidence of elected members and council staff in the CLG.

### Best Value area for improvement

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#### Management/CLG

- Ensure that the Corporate Leadership Group takes a consistent, coordinated approach to resolving issues.
- Ensure effective corporate working and maintain the confidence of elected members and council staff in the CLG.

### Progress Update April 2015

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#### Effective Corporate Working

- The Corporate Leadership Group has scheduled meetings twice weekly – (1) Reviews the week past and previews the business of the week ahead and (2) for strategic discussion on the development, implementation and presentation of Council policy and to provide proactive leadership on matters arising.
- A review of progress in relation to Best Value recommendations is being considered within the strategic CLG meeting.
- Extended Corporate Leadership Group sessions (involving Chief Executive, Directors and Heads of Service) were initiated in 2011. Regularity increased to fortnightly to lend momentum to the Council's transformational change programme. The focus of these meeting is to Lead the Change.
- 'Organise to Deliver' the Council's transformational change programme was approved by Council in 2014. This will provide a delivery model which devolves local decision-making to locality teams, empowering front-line staff to improve outcomes for citizens. It promotes enhanced partnership working across the city to streamline services and deliver significant efficiencies and financial savings.
- A transformation team has been established and change champions identified from each service area to support the initiative. A detailed activity analysis is being undertaken.
- The impact of the refocused arrangements is yet to be evaluated.

## Timeline

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Action/Reports	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Weekly CLG								
Fortnightly Extended CLG								
Transformational Programme Board fortnightly		Launch Event						
'Top 40' Leadership Summit		29 Apr						
Council Business Plan 2015-18				CP&S Committee 9 Jun				

## Key documents

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- [Organise to Deliver – Next Steps](#), City of Edinburgh Council, 11 December 2014
- CLG minutes
- Powerpoint slide show to illustrate fortnightly extended CLG model

## BV Audit Report 2014 - findings

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The Best Value audit follow-up report highlighted that the Council's financial position has become more challenging since the previous Best Value report, mainly due to revised grant funding assumptions (in turn based on wider public expenditure forecasts) and a reduction in the amount of savings expected to come from corporate procurement. This reinforced the Accounts Commission's earlier view that the Council should give absolute priority to ensuring that savings identified are both achievable and delivered.

## Best Value area for improvement

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### Budget Savings including procurement

- Finance and savings updates

## Progress Update April 2015

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The Council's priority remains to identify and secure savings.

- A balanced budget for 2015/16 was approved by Council on 12 February 2015.
- Given the extent of demand-led pressures affecting current and future years' budgets, however, the Finance and Resources Committee of 3 February approved a motion setting out a range of further actions geared towards securing the Council's longer-term financial sustainability, including:
  - a detailed review of the current and medium-term position of the Health and Social Care budget and
  - convening monthly budget monitoring and challenge meetings across the main service areas, with appropriate political representation, to increase the robustness of current scrutiny arrangements.
- The review of the Health and Social Care budget is well underway, with initial findings anticipated in April and Committee report presented in May. The first round of monthly budget "challenge" meetings has also taken place. The Head of Finance has presented the results of an additional savings assurance assessment to CLG, with all delivery plans in place by 31 March.
- A report considered by CLG on 25 February proposed a range of additional supporting measures including enhanced transparency around the tracking of approved savings and the more timely identification of, and development of sustainable means to address, service pressures. These will be incorporated as appropriate in Council-wide and service-specific revenue monitoring reports during the year.
- In recognising that the transformation proposals will address only an element of subsequent years' savings requirements, an interim update on the Council's Long-Term Financial Plan was considered by the Finance and Resources Committee on 19 March. Potential broad themes for further consideration, informed both by measures taken in other Scottish local authorities and more explicit service prioritisation, will therefore also be presented to the Committee's next meeting on 13 May along with an overarching Council budget strategy.
- There is a broad framework in place to deliver a range of savings options; however the detail needs to be considered by service management teams before being shared with elected members prior to the summer recess.

## Timeline

Action/Reports	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Interim update of Long-Term Financial Plan	F&R Committee 19 Mar (Delivered)							
Full update of Long-Term Financial Plan and presentation of broad 16/17 framework			F&R Committee 13 May					
Revenue monitoring – Period 3-based position						F&R Committee 17 Aug		
16/17 budget proposals issued for engagement							F&R Committee 24 Sept	

## Key documents

- [Capital Coalition Budget Motion](#), City of Edinburgh Council, 12 February 2015
- [Health and Social Care Financial Position 2014-15](#), Finance and Resources Committee, 3 February 2015
- [Health and Social Care Revenue Budget Update](#), Finance and Resources Committee, 19 March 2015
- [Revenue Budget Framework 2016-20](#), Finance and Resources Committee, 19 March 2015
- *Strengthening the Council's monitoring processes and reporting to elected members*, CLG 25 February 2015
- *Revenue Budget Framework 2016/21 – Update*, CLG 25 February 2015

### BV Audit Report 2014 - findings

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The Best Value audit report highlighted that the Council's Transformation Programme has the potential to make a significant contribution to the savings the council needs to achieve. However, it was too early to assess the effectiveness of the programme and there is a long way to go before it secures the transformational changes the council is seeking to achieve.

The first phase of the programme adopted a largely traditional approach to achieving savings. Phase 2 of the programme will include a series of strategic service and activity reviews across the council. In view of the increase in the level of savings required by 2017/18, there is now even greater expectation on the Transformation Programme to identify and deliver savings.

### Best Value area for improvement

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#### Transformational Change

- Apply the lessons learned from phase one (BOLD) to inform the Council's Transformation Programme phase two.
- Adopt genuinely transformational approaches to redesigning services and delivering savings.
- Ensure that funding and management skills needed are available to implement Transformation projects successfully, particularly complex larger-scale workstreams.

### Progress Update April 2015

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Transformation Programme progress was reported to Finance and Resources Committee on 19 March 2015 which approved the programme management, governance and mobilisation arrangements and noted appointment of external support to the programme.

The Programme Board will now meet fortnightly. The project teams for Business Support Services and Citizens and Neighbourhoods have been mobilised. Current project activities are set out below.

#### *Business Support Services:*

- Commenced activity analysis at the end of March for all functions included in the business and support project.
- Reconciling and validating data collection late April along with future organisational design.
- Subsequent approval of mini business cases by project board in April and May for 6 early adopter functions.
- Initial service area re-alignment following committee approval from June onwards with phased service transition thereafter to December 2015.

#### *Citizens and Neighbourhoods*

- Developing a detailed project plan following initial workshops.
- Detailed planning for activity and process analysis to be undertaken over the coming weeks.
- Commencement of work on the delivery blueprint for customer facing services.

To support the delivery of the projects and realise the planned benefits, the Council has established a Programme Management Office (PMO). The PMO will:

- develop programme management methodology, processes and systems and projects' capability;
- provide assurance to the programme board and stakeholders;
- build, maintain and own delivery of the programme plan; and
- be the single point of communication for all programme related inquiries.

The Asset Management Strategy business case will be presented to the F&R Committee on 4 June 2015.

Status is red as various elements of the programme still need further scoping, but some workstreams eg BSS and Channel Shift are progressing on target. Further work also required to increase confidence assessment of financial information which will be refined over the coming months.

## Timeline

Action/Reports	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Transformation Programme progress reports	F&R Committee 19 Mar (Delivered)		CP&S Committee 12 May	F&R Committee 4 Jun		CP&S Committee 4 Aug  F&R Committee 17 Aug	GRBV Committee Date tbc	
Workforce Strategy and Controls Business Case	F&R Committee 19 Mar (Delivered)			F&R Committee 4 Jun				
Asset Management Business Case				F&R Committee 4 Jun				

## Key documents

- [Bold Business Cases – Delivering a Lean and Agile Council](#), Finance and Resources Committee, 15 January 2015
- [Transformation Programme progress report](#), Finance and Resources Committee, 19 March 2015
- Fortnightly Programme Board papers also available

### BV Audit Report 2014 - findings

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The Best Value audit report highlighted that there is not always a full and accessible summary of the council's financial position, or progress against all savings plans. For example, while the Council's May 2014 update report on its 2015/18 revenue and capital budgets included the additional savings it would need to make by 2017/18, it did not include a clear statement on the increased overall savings it would need during this period. To ensure effective governance and scrutiny of its financial position and performance, it is important that elected members are provided with clear and comparable information.

The Best Value audit report highlighted the need to embed the commitment of all staff in the need for change. In April 2013 the council launched its *Pride in our People (PioP)* programme to communicate the council's vision, values and priorities to staff. Initially the programme was limited to managers who are responsible for communicating the messages from the events to their teams. The council needs to monitor this and ensure that managers are effectively communicating these messages throughout the council to maximise the impact of PioP, and to monitor its overall impact.

The council published its 2014 staff survey results in September 2014. It showed an improving trend across most measures since the previous survey in 2012, especially in the areas of line managers being approachable, available and listening. However, the 2014 results showed pressures around workload, a need to prioritise work objectives, and the need to use resources more effectively. They also highlighted that some respondents lacked confidence in:

- the decisions made by their directors and heads of service
- the extent that directors and heads of service had a clear vision for the future of the council.

The council will agree actions in response to the survey and report on progress every six months to the Corporate Policy and Strategy Committee.

### Best Value area for improvement

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#### Information for elected members

- Ensure that elected members are provided with clear and accessible information to help decision-making and to support scrutiny.
- This is particularly important for information about the council's financial position, including progress against planned savings from the transformation programme and improved procurement.

#### Staff Engagement

- Involve and communicate effectively with staff at all levels to embed Council vision and values across the organisation.
- Monitor staff views to assess the impact of this engagement.
- Involve staff at an early stage when planning major changes.
- Develop and improve methods of employee engagement.
- Reward and recognition.
- Ensure response and actions to the employee survey 2014 are reported to staff and elected members.

### Progress Update April 2015

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#### Improving Information for Elected Members

The first progress report on the Council's Transformation Programme was considered by the Finance and Resources Committee on 19 March 2015. This outlined the management and governance arrangements as well as detailing key actions for the mobilisation of the programme. The report also provided more information on estimated savings required and the delivery model to be utilised. An update on each stream of the programme will be reported on bi-monthly to the Committee. A broader report will be considered quarterly at the Council's Corporate Policy and Strategy Committee (comprising the Conveners of all the major committees and group leaders) on the strategic delivery of the programme.

The Finance and Resources Committee on 19 March 2015 approved the Workforce Strategy 2015-2020 which outlined the high level implementation plan and the progress to date. This report detailed the workforce's goals, objectives and expectation and aimed to deliver an engaged and empowered workforce that will support the transformation programme and ensure there is a focus on service needs. The strategy was considered alongside a control framework for supporting managers. The focus here on managing resources, managing performance and managing costs and is seen as essential to the success of the workforce strategy and to achieving the workforce savings in the transformation programme.

A working group of senior cross party councillors with external representation, which includes the voluntary sector, trade unions, NHS Lothian and the business community, has been established to consult on future Council models and transformation programme and meets monthly. This group has scrutinised the four business cases, the governance arrangements, the workforce management strategy and the plan for the initial steps of the programme.

A progress report on Best Value actions is considered at each Corporate Policy & Strategy Meeting and a monthly update provided to the Council Leader and Deputy Leader at the Leaders Meeting.

### **Staff Engagement**

The third phase of the **Pride in our People** programme was launched in March 2015 with focus on managers **leading through change**.

**Six leadership events** were held on 25 and 26 March attended by about 650 managers. The objective of the session was to engage leaders in the prospect of leading through change with the event agenda comprising:

- **The Council's vision** – led by the Chief Executive and recognised examples of excellence, as well as placing emphasis on the improvement journey and challenging financial context work being delivered. The CEO also highlighted how the staff feedback has helped to shape the transformation programme for the Council and gave the audience an understanding of the vision.
- **The journey** – led by Alastair Maclean, the SRO for the Transformation Programme. This section gave leaders more clarity and reassurance about the road ahead. It outlined the need for them to get involved and lead the change.
- **Leading through change** – led by Greg Ward, of Economic Development Service. This got the audience thinking of what good leadership is about and inspired them to step up to the challenge.
- **Call to action** – led by Sue Bruce, the final section showcased the [Leading through change](#) film and ended in a call to action to the leaders to:
  - Have conversations for change with their teams, by the end of April with key issues fed back through teams.
  - Use PRD process to ensure people understand where they fit in and what is required.
  - Encourage their people to take part in the organisational pulse surveys from May so that the organisation is working with accurate data to support the change.
- All of the sessions were supported by **manager packs and information on the Orb**. The programme will continue to develop over the coming months, informing and supporting managers and reflecting back achievements.
- The **employee engagement tracker** will be launched in May as a tool to take the pulse of the organisation as it moves through its transformational journey. The quantitative surveys will be supported by qualitative research and led by the managers.
- Three editions of **Managers' News** were issued in March. This news channel has been introduced to help managers lead their teams by making sure they have the information they need, when they need it.
- **News Beat** staff news on the intranet continued to attract a core audience with over 6,000 individual staff viewing the site during March, and with 50% of those visiting the site at least three times in that period.
- The Council's employee engagement strategy was recognised as an example of best practice with a national accolade at the **Institute of Internal Communications Scotland Awards**, winning the 2015 Best Strategy Campaign for Pride in our People.

## Timeline

Action/Reports	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Council transformation programme progress reports	F&R Committee 19 Mar (Delivered)		F&R Committee 13 May  CP&S Committee 12 May			CP&S Committee 4 Aug  F&R Committee 17 Aug		F&R Committee Date tbc
Cross party working group (Checkpoint)	monthly 19 Mar (Delivered)	monthly 23 Apr	monthly 21 May	monthly 16 Jun	monthly	monthly	monthly	monthly
PiOP events	PiOP Team Meeting Leaders' Events 25/26 Mar (Delivered)	Leadership Summit 29 Apr				Leaders events tbc	Leaders events tbc	
Employee Engagement Forum		Forum meeting			Forum meeting			Forum meeting
PIOP, Staff Survey update			CP&S Committee 12 May					

## Key documents

- [BOLD business cases: delivering a lean and agile Council](#), Finance and Resources Committee, 15 January 2015
- [Revenue budget 2015/18 further update](#), Finance and Resources Committee, 3 February 2015. This included detail on transformation programme progress.
- [Health and Social Care Financial Position 2014/15](#), Finance and Resources Committee, 3 February 2015. This report is addressing pressure on the current budget.
- [BOLD Transformation Programme: Progress Report](#), Finance and Resources Committee, 19 March 2015
- [An Engaged and Empowered Workforce: Workforce Strategy 2015-2020](#), Finance and Resources Committee, 19 March 2015
- [An Engaged and Empowered Workforce: 'Supporting Managers' Control Framework](#), Finance and Resources Committee, 19 March 2015
- [Pride in our People and Key Engagement Activity – Update](#), Governance, Risk and Best Value Committee, 9 October 2014
- [Leading Through Change video](#) for leadership events 25/26 March 2015

## BV Audit Report 2014 - findings

The Best Value audit report highlighted that the Council lacks a comprehensive workforce strategy and has made limited progress on this since our initial Best Value audit report in 2007.

It was noted in the recent audit that although the Council recognises that having such a strategy is a key aspect of well-run organisations and is central in achieving Best Value, progress in developing a strategy has been slow.

The Council also recognises that a robust workforce strategy is essential in ensuring that the organisation has sufficient capacity for change and improvement and to meet increased demand for services in the context of financial constraints. Although examples were noted of good workforce planning within individual services, the Council has not yet produced a comprehensive workforce strategy for the organisation as a whole.

## Best Value area for improvement

### Workforce Strategy

- Develop a comprehensive workforce strategy to ensure that the Council has sufficient people with appropriate skills and experience, both at leadership level and across the wider organisation (including CPO) to meet the challenges the Council faces while increasing the pace of change and improvement.

## Progress Update April 2015

### Workforce Strategy

A Council wide Workforce Strategy 2015 -2020 was approved at March F&R Committee, along with the Workforce Controls Framework.

The strategy provides a high level approach and implementation plan to deliver a Council in which the right people, with the right blend of knowledge, skills and behaviours, are deployed appropriately throughout the organisation. The strategy document is aligned to the Council's transformational change programme and accompanied by analysis of the internal and external pressures driving change in the Council and their anticipated impacts on the Council workforce.

### Supporting managers: workforce controls framework

Alongside the workforce strategy, this paper sets out a framework for policies, plans and arrangements required to support managers to improve performance, meet service demands, and control staffing budgets. These arrangements are a core requirement for the successful delivery of the Council's workforce strategy, and to ensure the delivery of workforce savings. The paper is built from and accompanied by an analysis of the Council workforce and trends in staff numbers and costs over recent years.

Transformational Change	Workforce Strategy	Workforce Controls
<ul style="list-style-type: none"> <li>• TU Consultation</li> <li>• Senior Recruitment</li> <li>• VR Policy</li> <li>• Transition and Redeployment Support</li> <li>• Senior Transformation Leadership Support</li> <li>• Transformation Insight Capture</li> <li>• Individual &amp; Team Capability Development</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce Planning Framework</li> <li>• Performance Management Redesign</li> <li>• Culture</li> <li>• Talent Acquisition Strategy</li> <li>• Leadership &amp; Management Framework</li> <li>• Reward &amp; Recognition Strategy</li> <li>• Strategy for Learning &amp; Development</li> <li>• Talent &amp; Succession Development</li> <li>• Framework for Induction</li> <li>• Employer Brand Development</li> <li>• Inclusion Strategy</li> <li>• External Recognition for People Practices</li> </ul>	<ul style="list-style-type: none"> <li>• Overtime</li> <li>• Acting up/secondments</li> <li>• Salary Placements</li> <li>• Sickness Absence</li> <li>• Agency</li> <li>• Recruitment &amp; Redeployment</li> <li>• Annual Leave</li> <li>• Flexi</li> <li>• Data/metrics</li> </ul>

## Project Progress:

- **Trades Union Engagement** – proposals in discussion with Transformation Programme Board, to establish formal engagement meetings with TU Partners on progress with transformation workstreams. This is in addition to the Partnership at Work Forum which has been operating since 2012.
- **Senior Recruitment** – The role of Chief Executive is now advertised, with aim to ratify a new appointment at full Council on 28 May.
- **VR/VERA** – A draft proposal on VR and VERA arrangements to support workforce reductions will be presented to the Council's Transformation Programme Board meeting, CLG and Finance and Resources (4 June).
- **Transition and Redeployment Support** – partner now selected to support this programme, and suitable accommodation is being sought to run the centre. A report will go to Finance and Resources on 4 June.
- **Senior Transformation Leadership Support** – 2 leadership insight sessions already run with E-CLG will inform a leadership summit for the 'Top 40' (on 29<sup>th</sup> April with Steve Radcliffe) to support the transformation and implementation process. Further activity will be planned as an outcome of the summit.
- **Transformation Insight and Capture** – a process has been developed to capture the organisation's readiness for change, the extent to which leaders are developing the climate for change and the organisational conditions necessary to support a future successful state. This begins with a short 'temperature check survey' with around 1500 staff at the end of April. This will provide a baseline and will be repeated quarterly to measure success and inform appropriate interventions. This will be supported by regular qualitative insight to support decision making and the change process.
- **Workforce Planning Framework** – People and Organisations have provided guidance on the framework to be used for developing Directorate level workforce plans. Directorates are working on completing these and the plan is to have them complete by the end of April. Once brought together, next step is to consider the outcomes from CNS and BSS and develop a Council wide Workforce Plan by June 2015.
- **Performance Management Redesign** – PRD process upgrade complete for the performance year to commence in May 2015 and a communication plan will advise managers on the improvements.
- **Inclusion Strategy** – PIOP Leaders Events were held on 25 and 26 March with approximately 1200 leaders across the Council. The CLG set the tone from the top in respect of transformation and highlighted our transformation journey over the next few years. We set out our plans for radical transformation which would improve outcomes and reduce costs. Leaders have been asked to discuss this with their teams. A Communications programme has been developed by the Communications Service to engage people around the transformation journey.
- **External Recognition for People Practices** – We have been re-accredited as an liP Gold Award winner and won a national HR Award for Best Employee Engagement Strategy for our work with PioP.
- **Workforce Controls** – A dashboard of Management Information has been produced and is supported by a set of data on the workforce controls set out above. This is being used to inform decision making on key people trends and to manage down costs.

Although much progress has been made in establishing the framework, there is still much work to do in terms of the workforce strategy implementation within the projected timeframe.

## Timeline

Action/Reports	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Workforce Strategy	F&R Committee 19 Mar (Delivered)		F&R Committee 13 May	F&R Committee 4 Jun		F&R Committee 17 Aug		F&R Committee Date tbc
Supporting managers: workforce controls framework	F&R Committee 19 Mar (Delivered)		F&R Committee 13 May	F&R Committee 4 Jun		F&R Committee 17 Aug		F&R Committee Date tbc
Council Wide Workforce Plan								F&R Committee Date tbc
Appointment of new CEO			Council 28 May					
'Top 40' Leadership Summit		29 Apr						
Temperature Check Surveys with staff		Quarterly			Quarterly			Quarterly

## Key documents

- [An engaged and empowered workforce: Council Workforce Strategy, 2015-20](#), Finance and Resources Committee, 19 March 2015
- [Supporting managers: Workforce controls framework](#), Finance and Resources Committee, 19 March 2015
- CLG papers on Leadership Summit
- Transformation Programme papers (see relevant section above)

## BV Audit Report 2014 - findings

The Best Value audit report highlighted that in the current ICT contract ends in March 2016, and the council's ICT and digital strategy includes how it will procure the next contract. The council currently spends around £26 million a year on core ICT services. It aims to save over £6 million a year through the new contract. It has set up a programme board to oversee the contract process, including representatives from services and from the procurement, ICT and finance functions.

## Best Value area for improvement

- Make further progress to ICT arrangements to ensure they are fit for purpose and help to improve services and make savings.
- Ensure the Council has the required skills and expertise when planning and managing its new ICT contract (from 2016).

## Progress Update April 2015

The Council has taken a series of steps towards addressing its ICT arrangements. In November 2013 the procurement exercise was initiated to replace the current arrangement. Details of this can be found at [Public Contracts Scotland](#).

The Council has continued to progress actions to address the ICT arrangements to ensure they are fit for purpose and help to improve services and make savings. In addition the Council has sought to ensure it has the required skills and expertise when planning and managing its new ICT contract. [A review of this process](#) was reported to the Finance and Resources Committee in January 2015.

A formal timeline is being worked to as part of the procurement process, in discussion with the bidders. This will see the completion of the procurement process by summer 2015. The remaining bidders submitted their Refined Solution.

The Council's ICT and Digital Strategy, approved in launched December 2013, is being delivered through the ICT Transformation Programme. [Updates](#) on this were presented to the Finance and Resources Committee in October 2014.

The Council's Transformation Programme has built upon the work undertaken to transform ICT and one of its key business case proposals, Channel Shift, was presented to Committee in January 2015.

## Timeline

Action/Reports	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
Procurement: identify new provider (Indicative)								F&R Committee Date tbc

## Key documents

- [Latest ORB 'Transforming ICT' update](#), February 2015
- Channel Shift Business Case – part of [Delivering a lean and agile Council](#), Finance and Resources Committee, 15 January 2015
- [Review of Council's re- procurement arrangements](#), Finance and Resources Committee, 15 January 2015
- [ICT Transformation Programme Update](#), Finance and Resources Committee, 30 October 2014