East Lothian Council

REPORT TO: Cabinet

MEETING DATE: 14 May 2024

BY: Executive Director for Council Resources

SUBJECT: ELC Transformation Strategy 2024-2029

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1 PURPOSE

1.1 To inform of and seek approval from Cabinet for the East Lothian Council Transformation Strategy 2024-2029.

2 RECOMMENDATIONS

2.1 To approve the East Lothian Council's Transformation Strategy 2024-2029.

3 BACKGROUND

3.1 East Lothian Council Plan sets out the vision and priorities for the Council over the period 2022-2027. This Plan is ambitious and is strategically aligned with the Scottish Government's public sector reform initiatives. The Scottish Government's aim is to improve public services to ensure they are inclusive, sustainable, and effective in improving people's outcomes.

3.2 Transformation is not a new concept, and the Council has been improving how services are delivered over a number of years. The Council established a transformation programme in 2016, aimed at the Council becoming more efficient, effective, transparent, and accountable, which in turn can lead to better services for citizens and a more sustainable future.

3.3 In recognition of the financial challenges and the changing world in which the Council is operating, there is a need to continue to modernise how we deliver services.

3.4 ELC Transformation Strategy 2024-2029 aims to build on those ambitions and achievements, while making it applicable to the 2024 operating environment.

3.5   The Council has agreed three new short-term priorities to reflect the current financial challenges we face.

- *Ensure the financial sustainability of the Council through the delivery of approved savings and transforming the way we deliver services.*
- *Target resources on statutory services and focus on the highest risks and those most in need.*
- *Deliver key infrastructure, economic development and environmentally sustainable projects within available council resources and maximising external funding.*

3.6   The Council is also preparing the 2024 Council Improvement Plan that considers the results of, and recommendations made in, external and internal evaluations on governance, leadership and strategic policy and practice:

- Best Value Leadership Audit conducted by the Council's external auditors (Audit Scotland) in 2023
- Audit Scotland 2022/23 Annual Audit Report
- 2023 Corporate Governance Self-evaluation
- Council Management Team's Public Service Improvement Framework (PSIF) Self-evaluation.

We will ensure that these are addressed in the delivery of this Strategy.

3.7   Transformation has a key role in enabling the Council to deliver its plans, objectives, and priorities, within the resources available.

3.8   Transformation Vision: To deliver a portfolio of change over a 5-year period (aligned to the Financial Strategy 2024-29) which will support the financial sustainability of the Council aligned to Council Plan / Corporate priorities.

3.9   The Transformation Strategy (see appendix to this report) provides details of four Enablers and seven Strategic Objectives:

Enablers	Strategic Objectives
Portfolio, Programme, and Project Management Maturity	To design sustainable (core) council services
Transformation Capability	To design digital by-default customer services
Engagement	To deliver efficiencies and value for money
Collaboration	To develop a more commercial culture and increase income
	To become a more 'Intelligent Council'
	To support our response to the climate & ecological emergency
	To support place making and best use of our assets

3.10 A detailed Action Plan will be developed and included in an Appendix to this Strategy.

3.11 Performance against delivery of the enablers, strategic objectives and action plan and resulting benefits will be reported to the Transformation Portfolio Board.

3.12 This strategy will be reviewed and updated on an annual basis, to ensure continued alignment with supporting the delivery of the council's priorities and outcomes.

3.13 Any significant refresh of the Transformation Strategy will be reported to and approved by Cabinet.

3.14 Transformation financial targets will be included in a scene setting report in August 2024. We will monitor financial targets and report these alongside regular Finance updates to Cabinet / Council and we will produce an annual report capturing performance for each financial year.

4 POLICY IMPLICATIONS

4.1 The council requires to align with many national and council Regulations, Strategies, Policies, Guidance and Tools. Details of these are provided on p18 of the Transformation Strategy.

5 INTEGRATED IMPACT ASSESSMENT

5.1 The subject of this report will follow the Integrated Impact Assessment process. No negative impacts are expected.

6 RESOURCE IMPLACATIONS

6.1 Financial - None

6.2 Personnel - None

6.3 Other – N/A

7 BACKGROUND PAPERS

7.1 None

Appendix 1 - East Lothian Council Transformation Strategy 2024-2029

AUTHOR'S NAME	Michelle Cockburn
DESIGNATION	Transformation & Digital Portfolio Manager
CONTACT INFO	mcockburn@eastlothian.gov.uk
DATE	14 May 2024

EAST LOTHIAN COUNCIL

TRANSFORMATION STRATEGY

2024-2029

Contents

Introduction and Transformation Vision

East Lothian Council Plan sets out the vision and priorities for the Council over the period 2022-2027. This Plan is ambitious and is strategically aligned with the Scottish Government's public sector reform initiatives. The Scottish Government's aim is to improve public services to ensure they are inclusive, sustainable, and effective in improving people's outcomes.

Transformation is not a new concept, and the Council has been improving how services are delivered over a number of years. The Council established a transformation programme in 2016, aimed at the Council becoming more efficient, effective, transparent, and accountable, which in turn can lead to better services for citizens and a more sustainable future. In recognition of the financial challenges and the changing world in which the Council is operating, there is a need to continue to modernise how we deliver services.   This will support the Council to:

To attract and retain talent	To deliver improved efficiency and effectiveness	To enable better decision-making	To enhance customer experience
To improve service delivery	To increase transparency and accountability	To meet our sustainability obligations	To reduce costs
	To take account of our changing operating environment		

The council's new Transformation portfolio must drive significant change and innovation throughout the Council and help us provide the very best outcomes, with the resources available.

A strong Portfolio Governance framework will ensure strategic alignment to achieve Council objectives and priorities. It will enable decisions regarding resources and ensure alignment to the investment decisions and priorities while considering any significant constraints.

Council Vision

An even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy, that enables our people and communities to flourish. Council Plan 2022-2027

Transformation Vision
To deliver a portfolio of change over a 5-year period (aligned to the Financial Strategy 2024-29) which will support the financial sustainability of the Council aligned to Council Plan / Corporate priorities

Strategy rationale and context

There are a wide range of risks and variables facing the Council, and there is a need to ensure that the Council has sufficient resilience to satisfy delivery of approved outcomes whilst ensuring our future financial sustainability. It is now clear that the level of ongoing resources available to the Council will not be sufficient to meet future demand and pressures, and as such, the way in which we deliver services to the community must change.

Changes to service delivery are also driven from a need for greater emphasis on clients/service users, focused involvement of stakeholders and partners, and the possibilities of new delivery models.

To achieve this, the Council must embark on an enhanced programme of transformational change, which aligns with our corporate strategies. This includes embracing digital technology, maximise revenue income streams available, and to support economic growth and achieving wider aims and outcomes, the Council must accelerate a review of all Council assets, which will seek to minimise future revenue costs, and maximise the benefits derived from future capital investment.

Transformation Programme to date

The Transformation Programme has delivered many projects to date. Transformation priorities, and example projects are:

Digital Transformation

- Online Customer Platform
- New Content Management System
- HR & Payroll system
- Online school payments

Front Line Service Redesign

- Health & Social Care Core Business
- Social Work Out of Hours Service
- 1140 Hours Early Learning and Childcare
- Education Common School Day

Commercialisation

- Energy Transformation
- Managers Training - Commercial Mind Set & Skills

Support Service Redesign

- HR Lean Review

Delivering Benefits

Project Benefits shown below are improvements that contributed to the achievement of council objectives.

Projects	Benefits description
New systems & business process redesign: • Online Customer Platform • New Content Management System • HR & Payroll system • Online school payments • HR Lean Review	Costs avoided Customer Satisfaction Improved engagement with citizens Reduced Transaction time Resources released
Education Common School Day	Customer Satisfaction
Health & Social Care Core Business - Implementation of prepaid cards for direct payments	Increased debt recovered Resources released
Social Work Out of Hours Service	Customer Satisfaction
1140 Hours Early Learning and Childcare	Customer Satisfaction
Energy Transformation	Customer Satisfaction Costs avoided
Commercialisation	Increased income

Our new Transformation Portfolio Framework will be used to enhance our ability to capture, monitor and report on benefits during 2024 and beyond.

Contribution to Council Objectives

Transformation is about driving the value. Value comes from aligning the Transformation activities with the Council's objectives. The benefits derived from Transformation to date contribute to many Council objectives, as follows:

1

Reduce poverty and Inequality – supporting our communities to deal with the growing levels of poverty and inequality

- Energy Transformation: ELC energy tariff, efficiency improvements implemented (boiler replacements, controls upgrades and lighting retrofits)

2

Grow our People – give our children the best start in life and protect vulnerable and older people

- 1140 Hours Early Learning and Childcare
- Education Common School Day
- Social Work Out of Hours Service

3

Grow our Capacity – deliver excellent services as effectively and efficiently as possible within our limited resources

- New Content Management System
- Health & Social Care: implementation of prepaid cards for direct payments
- HR Lean Review

Other Public Sector Transformation Initiatives

There are a range of wider public sector initiatives that may impact this strategy, including a think piece report (Delivering a future for Scottish Local Authorities) that was jointly written by a group of Chief Executives on behalf of Solace and the Improvement Service (IS) about delivering a future for local government. The approach outlined complements COSLA's Blueprint, providing a vehicle to support the delivery of the Blueprint's ambitious vision for Scottish Local Government and the communities it serves.

Following on from this, the Improvement Service is working with Solace and individual local authorities to identify opportunities for transformation which will help progress the development of the 21st century Council model, to get some tests of change up and running and to develop a timeline for this work.

We will continue to participate in this work and align our transformation activities, as required, as this work progresses.

Scottish Government National Outcomes

Scottish Government National Outcomes underpin and enable our Transformation Strategy. The Scottish Government are developing proposals for changes to the National Outcomes and the wider National Performance Framework (NPF), and this is expected to be published in Autumn 2024.

Supporting Council Objectives

The 2022-27 Council Plan outlines how East Lothian council will strive to meet our Vision of: ***An even more prosperous, safe and sustainable East Lothian, with a dynamic and thriving economy, that enables our people and communities to flourish.***

The Council has agreed three new short-term priorities to reflect the current financial challenges we face.

- • Ensure the financial sustainability of the Council through the delivery of approved savings and transforming the way we deliver services.
- • Target resources on statutory services and focus on the highest risks and those most in need.
- • Deliver key infrastructure, economic development and environmentally sustainable projects within available council resources and maximising external funding.

The Council is also preparing the 2024 Council Improvement Plan that considers the results of, and recommendations made in, external and internal evaluations on governance, leadership and strategic policy and practice:

- • Best Value Leadership Audit carried out by the Council's external auditors (Audit Scotland) in 2023
- • Audit Scotland 2022/23 Annual Audit Report
- • 2023 Corporate Governance Self-evaluation
- • Council Management Team's Public Service Improvement Framework (PSIF) Self-evaluation.

There are a few Improvement actions that relate to Transformation, key actions include:

- The Council should continue to identify where it can progress transformational change in how services are delivered to address the longer-term pressures it faces.
- The Council needs to prioritise where it can invest in digital services to deliver savings in the longer term. The Council needs to strengthen their digital strategy, cyber security, business continuity management and associated policies to address prior year audit recommendations.
- Given the scale of the financial challenges it faces the council needs to be open and clear with communities and staff about the recurring savings that will be required to fill budget gaps, and how council resources will need to be targeted to achieve long-term policy and performance priorities, and the impact this will have on services and the priorities set out in the Council Plan.
- In light of the growing financial challenges faced by the council further work is required to make the link between how resources are targeted to achieve the Council's policy and performance priorities more explicit.

We will ensure that these are addressed in the delivery of this Strategy.

> Transformation has a key role in enabling the Council to deliver its plans, objectives, and priorities, **within the resources available.**

Enablers

Portfolio, Programme, and Project Management Maturity
We must deliver improved success from programmes and projects by evolving our maturity in the development of our project, programme, and portfolio management capabilities.

We will do this by:

- Implement the recommendations of the P3M3 Maturity Assessment
- Rationalising framework templates and focusing on what the information will be used for rather than gathering it
- Developing a set of minimum requirements or standards that set out what is expected from projects
- Separating business justification from project controls
- Establishing a Stage Gate process linked to a project lifecycle to improve control and tracking, this will also rationalise the information gathering
- Reviewing the governance and controls arrangements to enable them to flexible for different levels of risk and complexity in projects
- Ensuring business cases are developed and approved, prioritising those with a strong financial/economic case

What success looks like:

- User-friendly Portfolio Management toolkits & templates used consistently across the council
- Projects are delivered to time and within budget
- Identified savings are delivered to support closing the budget gap
- Project Business Cases are developed up to the end of Stage 3 and are regularly reviewed and updated thereafter
- Project gate reviews confirm that project teams have completed the required processes and tasks, and that the project is worth continuing
- Project Boards give approval for projects proceeding to the next stage throughout the project lifecycle
- Governance arrangements are streamlined appropriate to the size and complexity (risk profile) of the project

Transformation Capability:
People are key. We must ensure we are developing transformation professionals. As well as attracting, developing and retaining new and existing talent.

We will do this by:

- Developing a professional development plan to help our staff be even more effective
- Ensuring capacity (resource levels) align with council priorities and are within available resources
- Ensuring Transformation Team workloads are managed using a consolidated work plan and prioritisation tool to ensure work aligns with council priorities and is within available resources
- Implement a Portfolio Management Office (PMO) that defines and maintains standards for project management within the council as well as:
  - Dependency / Risk Management
  - Management Information & Reporting
  - Portfolio Management Framework and processes
  - Project Assurance & Gate reviews
  - Resource Allocation & training
- Ensure that the Team have or have access to key capabilities that include (but are not limited to):
  - Benefits Measurement
  - Business Intelligence / Data Analysis
  - Commercial Acumen
  - Digital Transformation (including automation)
  - Process Improvement, Customer Journey Mapping & Lean
  - P3M3® (Portfolio, Programme, and Project Management Maturity Model), Prince2 and Managing Successful Programmes (MSP)
  - Prosci Change Management
  - Risk Management, Monitoring and Reporting Process
  - The Scottish Approach to Service Design (SAtSD)
- Ensure that the team have support from Subject Matter Experts (SME's) across council services, including Audit, Communications, Customer Services, Finance, Human Resources, IT and Legal.

What success looks like:

- Professional competencies are understood, and people are developed to improve success from programmes and projects
- Attracting, developing and retaining new and existing transformation people
- Areas for improvement are understood and actions plans are in place to address them
- Successful delivery of Annual Service and Action Plans to address business needs and meets demand across the council
- Transformation team has / has access to key capabilities and support from Subject Matter Experts (SME's) to improve success from programmes and projects

Engagement:

Having appropriate access to best practice to provide consistency across transformation activities. This will allow for efficient and effective delivery of transformation programmes and projects.

We will do this by:

- Ensure highly effective transformative leadership among senior leaders and influence over transformation activity
- Annually reviewing and updating Service Plan (Improvement Plan), reporting progress to EMT
- Working with communications team to raise the profile and ensure key transformation / Shaping our Future messages and updates are communicated
- Ensuring that all leaders understand their role in driving and enabling transformation
- Undertaking surveys to capture feedback and satisfaction levels from internal customers
- Using post-project lessons learned to improve our portfolio management framework
- Producing an annual report capturing performance for each financial year
- Annually reviewing and updating our Portfolio Management Framework and templates
- Developing and implementing on-line toolkits to enable staff to manage their own projects

What success looks like:

- Leaders and stakeholders are more engaged with and are driving transformation
- Increased awareness and consistent use of the portfolio management framework and toolkits
- Continuous improvement of the portfolio management framework to improve success from programmes and projects
- Performance of the transformation team and portfolio is understood, and any learning is used to inform continuous improvement activities

Collaboration:

Collaboration will assist us in achieving our goals. Strengthening collaboration and engagement across the Public Sector Transformation landscape will allow consistent approaches where practical, and facilitate development and sharing of best practice

We will do this by:

- On-going analysis of public sector transformation to identify best practice innovation and collaboration opportunities
- Participate in and learn from Solace/Improvement Service (IS) Transformation Anchors:
  - Enable a functioning, trusted local and central government relationship and Unlocking Community Action (Includes review of statutory services)
  - A focus on people through a public sector plc that tackles inequality at the root in order to improve everyone's life chances and lead council and cross sector partnerships with a focus on outcomes
  - Design for People's Needs and Create digital, design and technology enabled transformation
- Identifying and collaborating with our transformation peer group across public sector
- Maximize opportunities for innovation and collaboration across the public sector

What success looks like:

- Increasing opportunities for innovation, collaboration and learning across the public sector

Strategic Objectives

To design sustainable (core) council services:
To assist services in identifying cost reductions and better ways of working and support the development of more sustainable budgets and help protect front line service provision.

We will do this by:
- Develop a consistent methodology to support reviews and re-modelling within services
- Prioritise Shaping our Future Service Reviews, deploying our methodology (capabilities in Process Improvement, Customer Journey Mapping, Lean, and the Scottish Approach to Service Design (SAtSD))
- Participate in and learn from Solace/Improvement Service (IS) Transformation Anchors:
    - 1&3: Enable a functioning, trusted local and central government relationship and Unlocking Community Action (Includes review of statutory services)
- Working with services to look at options to reduce agency costs through the implementation of more sustainable staffing structures
- Analysing the cost and benefits of providing our services

What success looks like:
- Consistent approach to support reviews and service design
- Resources released to focus on higher value activities
- Reduced Transaction time
- Simplified systems landscape
- Increase in number of online services offered
- Improved experience and Customer Satisfaction
- Increasing number of processes co-designed with customers
- Increasing number of end-to-end processes mapped with all relevant services
- Increased number of services offering one-stop resolution
- Evidence of improved analytics on customer contacts leading to service improvements
- Increasing opportunities for innovation, collaboration and learning across the public sector
- Reduced overall cost of service delivery

To design digital by-default customer services:
To continue to make better use of technology to deliver smarter, efficient service processes and to deliver a better experience for customers.

We will do this by:

- Prioritise and progress key digital transformation projects
- Consolidate systems development resources
- Identify enterprise systems and create roadmap
- Complete transformation actions detailed within the Customer Strategy Action Plan:
  - We will have a plan and support in place for service teams switching to online/new ways of working.
  - We will develop robust ways to involve our customers in designing services.
  - We will involve all relevant services in mapping and improving our end-to-end processes.
  - We will review and increase the number of services that can be provided at the first point of contact, benchmarking and sharing good practice with other councils.
  - Services will build process improvement into their service plans to ensure they remain responsive to changing needs.
  - We will make better use of our statistical data to understand how and why customers contact us.
- Participate in and learn from Solace/Improvement Service (IS) Transformation Anchors:
  - 4&5: Design for People's Needs and Create digital, design and technology enabled transformation
- Partner with the Digital Office to identify and progress collective and scalable initiatives

What success looks like:

- Maximising return on investment / optimising functionality of existing systems
- Resources released to focus on higher value activities
- Fewer manual processes
- Reduced Transaction time
- Reduced number of systems used across the council
- Improved Data Maturity
- Clarity on enterprise systems when they will be deployed and how we will get there
- Reduced systems total cost of ownership
- Improved experience and Customer Satisfaction
- Improved engagement with citizens
- Increase in number of online services offered
- Increase in number of services with online included in their service plans
- Increasing number of processes co-designed with customers
- Increasing number of end-to-end processes mapped with all relevant services
- Increased number of services offering one-stop resolution
- Increased number of service plans featuring process improvements
- Evidence of improved analytics on customer contacts leading to service improvements
- Increasing opportunities for innovation, collaboration and learning across the public sector

To deliver efficiencies and value for money:
To continue to deliver financial savings through efficiencies or cost reductions and smarter ways of working.

We will do this by:
- Prioritise and progress key lean / process improvement projects
- Identify enablers required to reduce manual transactions, e.g. On-line forms solution

What success looks like:
- Resources released to focus on higher value activities
- Reduced transaction time
- Increasing number of processes co-designed with customers
- Increasing number of end-to-end processes mapped with all relevant services
- Fewer manual processes

To develop a more commercial culture and increase income:
To develop a more commercial approach to the delivery of Council services with a view to increasing the level of income and, or debt/cost-recovery.

We will do this by:
- Prioritise and progress key commercial projects
- Strengthen the council's contract management practices and identify areas where further improvement may be required
- Develop a Commercial Strategy for the council
- Exploring all options to recover the costs of service delivery
- Integrating commercial awareness with public sector values to help deliver better and more sustainable services for residents
- Providing Learning and Development to increase the level of commercial and financial skills

What success looks like:
- Early identification of risks to contract provision, and ability to react to those
- Better value derived from contracts
- Enhanced relationships with suppliers and stakeholders
- Increased level of income and or debt/cost-recovery
- Staff have an appropriate level of commercial skills

To become a more 'Intelligent Council':
To ensure that decisions are based on appropriate data and evidence.

We will do this by:

- Prioritise and progress key data projects
- Build capability for Business Intelligence to support data-driven decision making/data maturity
- Build the Corporate Power BI environment to fully enable the council and service departments to better understand and analyse their data to help improve business intelligence and decision making
- Use performance data to identify and prioritise improvement projects, e.g. Early intervention & prevention
- Progress key actions arising from the council's Data Maturity Assessment

What success looks like:

- Improvement initiatives informed by data
- Increased transparency
- Improved Digital Maturity

To support our response to the climate & ecological emergency:
To support the Council in delivering transformational change in support of key decarbonisation and ecological objectives and targets.

We will do this by:

- Prioritise and progress a pipeline of projects for:
  - Energy Transformation
  - Carbon reduction
- Prioritise and progress key climate and sustainability projects
- Support the roll out a Carbon literacy programme for members
- Work with the councils Sustainability and Climate Change Officer to develop a methodology for carbon budgets & Pilot Carbon budgeting
- Support Council Reporting on progress against public net zero commitment

What success looks like:

- Carbon Savings
- Energy consumption / costs / generation
- Environmental and community benefits
- Support the council to meet its net zero commitments

To support place making and best use of our assets:
To exploit the opportunities presented by a move to hybrid working and understanding the wide range of services we deliver, understand how we can deliver them in a more joined up way and take advantage of increasing take up of online and digital engagement to further rationalise the Council's estate and modernise and improve the working environment within the remaining core buildings.

We will do this by:

- Prioritise and progress key asset management projects, e.g., Corporate and Place Making Asset Management
- Develop a framework to support the implementation of a debt/cost-recovery approach to the use of council assets

What success looks like:

- Reduced council estate and maintenance burden
- Improved experience and Customer Satisfaction
- Improved engagement with citizens
- Optimised building utilisation
- Numbers of staff working remotely on a regular basis
- Increased employee satisfaction
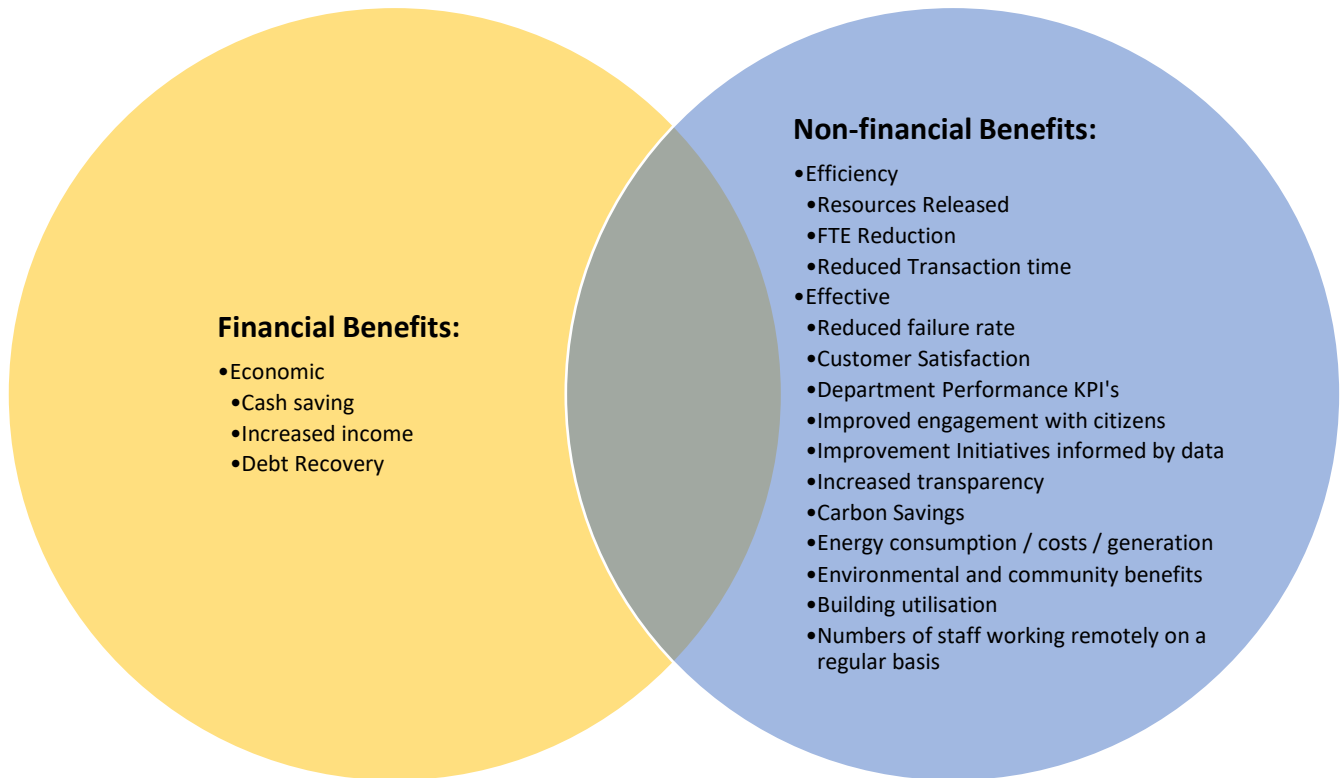- Increased cost recovery

Regulations, Policies, Guidance and Tools

There are many national and council regulations, strategies, policies, guidance and tools, that we must align with, including but not limited to:

Regulations, strategies, policies, guidance and tools
- The Local Governance (Scotland) Act 2004 - The Local Government in Scotland Act 2003 - The Local Government etc. (Scotland) Act 1994 - The Local Government (Scotland) Act 1973 - Scheme of Delegation - Standing Orders - Financial Regulations - East Lothian Children and Young People's Plan 2023-2026 - East Lothian Council Climate Change Strategy 2020-2025 - East Lothian Council Customer Strategy - East Lothian Council Digital Strategy 2022-2027 - East Lothian Council Equality Plan 2021-2025 - East Lothian Council Plan 2022-2027 - East Lothian Council Poverty Plan 2021-2023 - East Lothian Economic Development Strategy 2012-2022 - East Lothian Integration Joint Board Strategic Plan 2022 – 2025 - East Lothian Local Housing Strategy 2018-23	- East Lothian Transport Strategy 2018-2024 - ELC_Recovery__Renewal_Plan_2021 - Lothian Strategic Development Framework - Financial Regulations - Financial Strategy 2024-2029 - Lean Six Sigma - Local Development Plan - Lothian Strategic Development Framework - P3M3® (Portfolio, Programme, and Project Management Maturity Model), Prince2 and Managing Successful Programmes (MSP) - Prosci Change Management - Risk Management, Monitoring and Reporting Process - Scheme of Delegation - Standing Orders - The East Lothian Plan 2017-2027 - The Promise - The Scottish Approach to Service Design (SAtSD) - United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act. (UNCRC)

Savings, Benefits and Added Value

Delivering value through transformation is a key element and driver of continual Service Improvement. Savings and benefits definitions are defined as follows:

Financial Benefits:

- Economic
  - Cash saving
  - Increased income
  - Debt Recovery

Non-financial Benefits:

- Efficiency
  - Resources Released
  - FTE Reduction
  - Reduced Transaction time
- Effective
  - Reduced failure rate
  - Customer Satisfaction
  - Department Performance KPI's
  - Improved engagement with citizens
  - Improvement Initiatives informed by data
  - Increased transparency
  - Carbon Savings
  - Energy consumption / costs / generation
  - Environmental and community benefits
  - Building utilisation
  - Numbers of staff working remotely on a regular basis

A more formal approach to tracking cost savings has been introduced. Our new Transformation Portfolio Framework will be used to enhance our ability to capture, monitor and report on benefits during 2024 and beyond.

Governance, Reporting and Resources

Governance & Delivery

- EMT will be the Transformation Portfolio Board, meeting quarterly
- The Chief Executive will lead the Transformation Board
- Emphasis on:
  - business case approval and benefits delivery against the *Portfolio Objectives and Financial Targets*
  - decisions and/or solutions to problems or barriers impacting on progress

- Programme/Project Boards will support delivery of each of the Transformation Portfolio Strategic Objectives
- Boards will be led by an Executive Director, Head of Service or Service Manager, as appropriate
- Emphasis on:
  - Business case approval and benefits delivery against the *Programme/Project Objectives and Financial Targets*
  - decisions and/or solutions to problems or barriers impacting on progress

Reporting

We are committed to being transparent and improving accountability, by publishing information about our Transformation activity.

In in line with this commitment, the Council:

- will monitor delivery of the strategic objectives and benefits, reporting progress to the Transformation Portfolio Board.
- will publish the approved transformation strategy
- will review and update the strategy on an annual basis, to ensure continued alignment with supporting the delivery of the council's priorities and outcomes
- will include Transformation financial targets in a scene setting report in August 2024
- will monitor financial targets and report these through regular Finance updates to Cabinet / Council
- will produce an annual report capturing performance for each financial year

Resources

- The Cost Reduction Fund (Transformation Fund) is to be used to support delivery of change which will realise a financial saving and/or service efficiency going forward.
- Spending from Transformation fund is subject to approvals in line with our Financial Strategy
- A key component of the revised Transformation Portfolio is strengthening financial component of business cases.
- Transformation Team resources will flex to support the Portfolio Strategic Objectives
- Programmes/projects will be Transformation Team-led, Service-Led or Partner-Led
- Programme/Project resources will be defined in the Business Case and allocated by either the Portfolio Management Office (PMO) or Service Areas or both

People, Skills and Culture

- People will be at the heart of delivering transformation across the Council
- Changing the culture and pace of change will be key to our success
- We want to empower people to be innovative and creative and to bring new ideas to improve services, embracing our One Council culture
- Staff will have a range of opportunities to be involved:
  - Intranet
  - Suggestions, ideas & surveys
  - Participation in projects
  - Providing customer views and feedback

Ownership

All staff within the council have a role in ensuring continuous improvement. Key internal stakeholders in East Lothian Council are:

- **Executive Management Team (EMT):** This group will oversee implementation and delivery of the Transformation Strategy
- **Corporate Management Team (CMT) and Service Management Team (SMT):** The Transformation Team cannot fulfil the strategic objectives without the support and co-operation of staff in service areas. Heads of Service and Service Managers are essential to the successful implementation of the Transformation Strategy and for providing relevant and timely information and resources to support our programmes and projects.
- **Service Users:** A well-informed and adequately skilled user base is another vital component for successful delivery of the Transformation Strategy

Michelle Coyle

Transformation & Digital Portfolio Manager, East Lothian Council
transformation@eastlothian.gov.uk

www.eastlothian.gov.uk