

Midlothian Council Transformation Blueprint (2023-2028)

Report by Dr Grace Vickers, Chief Executive

Report for Decision

1 Council is recommended to:

- A: Note the decisions of Business Transformation Steering Group on 23 April 2023
- B: Note the progress on the quarter 1 sprints outlined in section 4
- C: Approve the Midlothian Transformation Blueprint and the supporting Medium Term Financial Strategy projections
- D: Consider appointing an elected member to sponsor each of the transformation themes

2 Purpose of Report

Following the briefing with all elected members, and the meeting of BTSG on 5 June 2023, the purpose of this report is to provide Council with the opportunity to consider the updated Midlothian Transformation Blueprint which is submitted to Council for approval.

Date: 06 June 2023

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3 Background

- 3.1 In February 2023, Council approved the Medium Term Financial Strategy for 2023-24. As part of the Business Transformation Steering Group (BTSG) amendment, approved by Council, the Cross-Party BTSG recommended to Council that *the remaining measures outlined in appendix B (pages 229—300) which are not contained in recommendation 1 and 2 be brought back to Council no later than June 2023 in the form of an updated Medium Term Financial Strategy Transformation Programme. Members of the Business Transformation Steering Group recommended that a number of transformation projects should be delivered at pace in the form of sprints.*
- 3.2 In response to the approved amendment, the draft Midlothian Transformation Blueprint was presented to BTSG on 23 April and BTSG approved the commencement of the first 8 sprints in Q1 (2023-24) and another 3 sprints in Q2 (2023-24).
- 3.3 Given the significant challenge ahead, BTSG also approved devolving Business Transformation Board (BTB) to Chief Officers and the formation a new Midlothian Multi-Agency Transformation Management Group (M-MATMG), to be chaired by the Council's Chief Executive. M-MATMG will aim to drive forward the multi-disciplinary and multi-agency change which will be required in order to deliver services within the budgets available. Both the BTB and M-MATMG will report into BTSG. The newly formed M-MATMG had its first meeting on 29 May.
- 3.4 BTSG on 23 April also approved the establishment of a Transformation Project Management Office, utilising BTB funding, in order to drive the change required. This is currently being progressed.
- 3.5 On the recommendation of BTSG, a briefing was held for all elected members on 30 May 2023 to introduce the Midlothian Transformation Blueprint and to invite feedback from members.
- 3.6 On 5 June the updated medium term financial strategy projections were introduced to members and agreed to update the blueprint accordingly with the updated figures as presented on page 5 of the blueprint.

4 Main Report

- 4.1 Eight sprints commenced in quarter 1. These are:

Theme 1 – Following the Money

- Commissioning, including increasing the % spend in Midlothian
- Contract Management
- Transport Review

The following savings not approved at February 2023 Council which are included in this theme are proposals 7, 8, 13, 31 and 36. These total £834,000.

Theme 2: 21st Century Workforce

- Developing roles which move away from silo-based working to the delivery of joined-up services in our 'One Stop Shop' hubs

The following savings not approved at February 2023 Council which are included in this theme is proposal 1. This totals £1.029m.

Theme 3: Commercialisation and Income Generation

- Advertising and Marketing
- Holiday Programmes
- Sports and Creative Arts

Theme 5: Multi-Agency Transformation

The following savings not approved at February 2023 Council which are included in this theme is proposal 27 and proposal 41 which was accepted for a future year is also included. These total £2.582m.

4.2 Theme 1: Follow the money

The Acting Chief Officer Corporate Solutions will be the SRO for this sprint 1, commissioning and sprint 2 contract management. Internal Audit have now been appointed to undertake the first phase of review work. Scope has been agreed, Terms of Reference are being drafted and work is ongoing to inform the completion of the Spikes Cavell report on spend. The main areas of focus at this stage are:

- The use of non-competitive action
- Health and Social Care contract management and monitoring

An initial findings report is expected late June/early July to inform the action plan and work programme.

The Chief Officer Place will be the SRO for the Transport Review. This Review commenced in Quarter 1. Education and Transport Services are working collegiately to review the home to school transport policy and provision of services, which is aimed to be in place for the new academic year. In addition, Transport Services are scoping the provision of a service on a commercialised basis though the county. Engagement with community transport providers is also underway, together with operators of the existing commercial routes.

4.3 Theme 2: 21st Century Workforce

The Acting Chief Officer Corporate Solutions will be the SRO for the 'One Stop Shop' sprint. This sprint commenced in April with the first phase supported by Nesta. A community listening exercise is taking place to inform how to use the existing library spaces better for both standalone and hub libraries. The engagement took the form of an online survey, with focused face to face discussions in Loanhead and Danderhall. The Procurement Strategy for the mobile One Stop Shop is in development.

- 4.4 Theme 3: Workplaces for the future will commence in quarter 2 which includes the Hub and Spoke model, estate rationalisation and net zero. The following savings not approved at February 2023 Council which may be included in this theme are proposals 6, 10, 21, 38, 43 and 44.

4.4 Theme 4: Commercialisation and Income Generation.

The Chief Officer Place is the SRO for the three sprints in this theme. An overarching Commercialisation Strategy will be devised and presented for Council approval in early course. This will explore and cover all relevant parameters to enable services to operate on a commercial basis. However, in the interim, and order to maximise income generation on a transactional basis, key sprints have been identified that can progress in tandem with the strategy development.

The Advertising and Marketing Policy has been drafted for consideration by Council in June. This Policy will seek to permit advertising by third parties with branding installed on assets directly owned by the Council and opportunities for third party sponsorship of Council events and initiatives.

Events Management and Holiday Programmes are sprints to further generate income, provide suitable offers to our communities and attract visitors to Midlothian. A report will follow in early course.

The transfer of Sport & Leisure Services from the Health and Social Care Partnership to Place Services will be delivered as soon as practicable.

4.5 Theme 5: Multi-agency transformation.

The new M-MATMG met for the first time on 29 May for a preliminary meeting.

Report Implications

5.1 Resource

BTB funding will be required in order to drive transformation at pace. Updated financial figures will be included in the final Blueprint following Q4 reporting. In addition, estimated savings targets are currently being scoped for the sprints conducted over Q1 and Q2.

5.2 Digital

Digital Transformation is a key driver and is included within theme 2. Significant transformation will be required in order to support the workforce to continue to deliver services within the financial envelope available.

5.3 Risk

The rate of demographic growth and financial constraint is a high risk for the Council and therefore a five year Transformation Blueprint will provide the important strategic direction, and level of pace, required in order to transform services within the budget available.

5.4 Ensuring Equalities

Early Intervention, Prevention and the creation of a Wellbeing economy is essential to ensuring equality of provision. However, within the finances available it is essential that we have strategic demand management plans in place and transform services accordingly.

Appendices

B: Updated Midlothian Transformation Blueprint

APPENDIX A – Report Implications

A.1 Key Priorities within the Single Midlothian Plan

The Blueprint is in line with the SMP and outlines five themes for transformation supported by 19 sprints over a five year period

A.2 Key Drivers for Change

Key drivers addressed in this report:

- ☒ Holistic Working
- ☒ Hub and Spoke
- ☒ Modern
- ☒ Sustainable
- ☒ Transformational
- ☒ Preventative
- ☒ Asset-based
- ☒ Continuous Improvement
- ☒ One size fits one
- ☐ None of the above

A.3 Key Delivery Streams

Key delivery streams addressed in this report:

- ☒ One Council Working with you, for you
- ☒ Preventative and Sustainable
- ☒ Efficient and Modern
- ☒ Innovative and Ambitious
- ☐ None of the above

A.4 Delivering Best Value

The report aims to deliver best value within the resources available.

A.5 Involving Communities and Other Stakeholders

Public consultation will be built into relevant themes and sprints. The establishment of the M-MATMG will ensure wider involvement of a number of statutory CPP partners.

A.6 Impact on Performance and Outcomes

The report aims to measure progress through outcomes and appendix B of the Blueprint outlines the bottom two quartile performance indicators which have been prioritised for improvement.

A.7 Adopting a Preventative Approach

The report is based on the creation of a wellbeing economy which prioritises prevention, fairness for people, the economy and the environment.

A.8 Supporting Sustainable Development

A Just Transition to Net Zero is a key theme throughout and is also a specific sprint within theme 3.