
CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

16 AUGUST 2016

1 PURPOSE AND SUMMARY

- 1.1 **This report updates the Executive Committee on progress in developing and delivering the Council's Corporate Transformation Programme since the last update report on 7 June 2016 and sets out planned activity in the reporting period to November 2016.**
- 1.2 This is the sixth quarterly progress report since the Programme was established in February 2015.
- 1.3 The current areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each Programme, a summary of progress made to date (rating them Red, Amber or Green) and sets out key milestones in the next quarter. Section 4 of this report sets out the key highlights over the last reporting period.
- 1.4 Given the clearly emerging overlaps and dependencies between Customer First, Digital Connectivity and ICT Change, it is proposed to bring these together into a single Digital Transformation Programme. The detail of this proposed new programme is covered in a separate item on this agenda.
- 1.5 The Borders Railway opened in September 2015, and is fast approaching its one year anniversary. Significant progress is being made across the Blueprint programme, including delivery of visitor marketing and inward investment activity. 700,000 passengers used the service in the first six months, 22% ahead of target.
- 1.6 Detailed performance reporting infographics for the following areas of work are set out in Appendices 2 to 3:
 - (a) Energy Efficiency
 - (b) Property and Assets

2 RECOMMENDATION

- 2.1 I recommend that Executive Committee notes the continued progress made in developing and delivering the Corporate Transformation Programme.**

3 BACKGROUND

- 3.1 The Corporate Transformation Programme was established in February 2015 and Council agreed that quarterly monitoring reports would be considered by the Executive Committee.
- 3.3 This report forms the sixth quarterly Corporate Transformation Progress Report and sets out:
- (a) Progress since June 2016
 - (b) Planned work in the next reporting period to November 2016
- 3.4 The current areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each Programme, a summary of progress made to date (and rates that as Red, Amber or Green) and sets out key milestones in the next quarter.

4 PROGRESS

- 4.1 Progress continues to be made across the whole programme and is set out in the tracker at Appendix 1. Particular highlights within the reporting period include:
- 4.2 ICT Programme – Significant progress has been made across all areas of the ICT Programme and all project streams are continuing to deliver against their individual plans. Specific areas of interest are:
- (a) Service Transition – Work to transfer the Council’s operational ICT and Digital services to CGI is progressing to plan with excellent commitment from both CGI and SBC staff to achieving a seamless transfer of services. CGI are well into their consultation period and discussions with Unions continue. Individual staff consultations are due to start mid-August.
 - (b) ERP – The Business World ERP implementation is well underway with designs signed off across all areas of the business and build activities continuing at pace. Cross functional teams are working well and delivery is on track.
 - (c) Digital Integration – The project has been delayed against the original plan due to challenges experienced with access to and configuration of the necessary technical environments. In parallel, the Council has also taken extra time to ensure that the requests for and the provision of data for testing complies with all relevant legislation and policies. These issues have now been resolved through effective multi-disciplinary team working between SBC, CGI and Agilisys. Digital Integration is being delivered in three phases: Phase 1 Citizen Account and Revs & Bens integration, Phase 2 Jadu website forms integration and Phase 3 Environmental Reporting. The time spent resolving these issues has led to a potential delay in the forecast go live of the first phase to deliver the citizen portal which underpins much of the delivery of the following phases. This first phase is currently being re-planned and the impact assessed; there are a range of options available to allow delivery of Phase 1 in stages that will fit effectively with the annual cycle of Council Tax

Billing. Whilst a final project plan is to be agreed at this point the delay is not expected to lead to a delay in the overall delivery of the project ie Phases 2 and 3 will be delivered by 31 March 2017 as planned.

4.3 Transport

- (a) The Community Transport Hub (Borders Community Transport Services) continues to develop with an increasing number of clients coming through the Hub to gain access to health and social services. In June the Hub won Accessibility Project of the Year 2016 at the Scottish Transport Awards.
- (b) A Transport Seminar was held in Jedburgh Grammar School at the beginning of June 2016 to explore transport issues and access to services in the Cheviot area. An action plan has been developed and this is being taken forward by the Strategic Transport Board.
- (c) The Bus Services Review consultation has now commenced in partnership with Bus Users Scotland. Public consultation events have taken place in Ayton and Hawick in July 2016.

4.4 Railways Programme

4.4.1 The main focus of work has been to progress projects in the Borders Railway Blueprint Action Plan, across three themes – Great Destinations to Visit, Great Locations for Working and Investment, and Great Communities for Living and Learning.

4.4.2 Some general points of progress are summarised below:

- (a) Appointment of Inward Investment Project Manager.
- (b) Delivery of a six week ScotRail/ Rabbies 'Beautiful Borders Tours' Visitor Experience Pilot, which is now running commercially with daily tours from the Galashiels Transport Interchange.
- (c) Appointment of ScotRail Borders Railway Development Executive.
- (d) Approval of EXPO 2016 and Wrapped Train PR Project.
- (e) Approval of Borders Railway Steam Train Experience 2016, from Sunday 7 August 2016 for eight weeks (two steam services per Sunday), with five 'add-on' tours for each of the 16 trains to Borders attractions.
- (f) Communications Plan for 2016 - PR Company appointed in May 2016.
- (g) Business Insider Inward Investment Event delivered on 20 May 2016.
- (h) Steam Train 2016 announcement in June 2016.
- (i) Submission of SE Tourism Destination Fund bid for Scottish Borders and Midlothian in June 2016.

4.5 Children and Young People

- 4.5.1 The Children & Young People Transformation Programme continues to make good progress towards achieving the required service re-design and savings.
- 4.5.2 The review of the Children & Families Social Work Service is underway with good governance arrangements in place. This review requires an analysis of current arrangements as well as taking into account how these new structures will support the ambitious improvement plans in place for the Service. Staff have been involved in a series of workshops and briefings to gather their views on what works well and what could be done more efficiently. The views of staff and trade unions, alongside the outcome of the People Planning process for this service, will all form part of the final outcome. A draft report of options has been prepared and is being considered by Service Directors. It is hoped that the review will be complete in September with implementation planned thereafter.
- 4.5.3 The Business Support & Administration Review in schools is progressing well. Staff have been updated on the outcome of recent workshops and Head Teachers, Depute Head Teachers and Principal Teachers were all invited to participate in a survey to gather their views. The survey was issued to 278 stakeholders: all Headteachers, Deputy Headteachers and Principal Teachers across the 62 Primary and 9 Secondary schools. There were 73 responses in total (26% of those issued) – 46 from High Schools, 27 from Primary Schools and the feedback received will be very helpful to the review. High level options for structures and new ways of working are being examined at present and staff will be kept up to date with progress of these. Options will be considered in more detail once schools are back from the Summer break with a view to finalising proposals around October with implementation planned for no later than December.
- 4.5.4 The School Estate Review is gathering momentum and proposals for next steps will be presented to Council in September 2016. Current tasks include planning for pre-consultation in some school communities and statutory consultation in others.

4.6 Co-Production

- 4.6.1 The co-production project is coming to a conclusion. A co-production policy and toolkit has been developed on schedule and has recently been agreed and adopted by the Council and Community Planning Partnership Strategic Board.
- 4.6.2 The toolkit has been published and an e-learning module has been developed and is now live.

4.7 Detailed performance reporting infographics are included in each quarterly report for specific areas of the transformation programme. These are set out in Appendices 2 – 3 and focus on:

- (a) Energy Efficiency
- (b) Property and Assets

4.8 Proposed Digital Transformation Programme

- 4.8.1 Given the overlaps that are now becoming clear between the ICT, Customer First and Digital Connectivity elements of the Corporate Transformation Programme, it is proposed that these strands be brought together under a single Digital Transformation Programme to ensure better co-ordination, avoidance of duplication and the more effective use of resources.
- 4.8.2 A separate report on this agenda describes this proposed new programme in more detail.

5 COMMUNICATIONS AND ENGAGEMENT WITH THE UNIONS

- 5.1 An updated Communications Strategy for Corporate Transformation is in place. This has a particular focus on internal communication with staff to support positive change going forward. A large scale Senior Managers' Event took place on 27 June 2016 at Eildon Mill with 130 managers in attendance. The aim of this event was to bring managers fully up to date with the programme and how it fits in with the wider Council vision and highlight the fundamental role they have in communicating with their staff. The event was a success with very positive feedback received and further engagement plans are in progress.
- 5.2 At this event, managers were provided with a communications toolkit which includes key messages, discussion prompts and corporate narrative for Scottish Borders Council. A new visual was also introduced for the programme to support internal communication and help staff recognise the linkages across the programme with the wider Corporate Priorities and vision for the Council. Senior Managers are being provided with new monthly updates to share with their teams and are being encouraged to have conversations with staff about the updates. They will feed information back to CMT every month to allow communications to be refined to be as effective as possible. Two-way communication is being encouraged through this mechanism and via the transformation mailbox and any ideas; suggestions and/or examples of good practice from staff/teams will be published in the monthly briefings and other corporate publications to inspire others.
- 5.3 The Trades Unions continue to consider the most up to date tracker at their monthly meeting, and any potential staffing issues are highlighted within the tracker enabling timely management and engagement with the Unions. Specific detailed briefings on staffing related issues are also provided by individual programmes, and programme leads, as they are required.

6 REPORTING

- 6.1 The Corporate Transformation Programme Tracker is provided at Appendix 1. The areas of work are aligned under the relevant corporate priorities to enable the Executive Committee and CMT to assess progress of the Programme against the Council's corporate priorities.

7 FINANCE

- 7.1 The Corporate Transformation Programme is critical in achieving many of the savings in the Financial Plan. Following the approval of the 2016/17-2020/21 Financial Plan in February 2016, the level of savings to be delivered across the Transformation Programme during the 5-year period are £23.113m. Of this, £7.966m will be delivered in 2016/17. Progress in the delivery of in-year savings is reported quarterly as part of the Revenue Monitoring process to Executive Committee.
- 7.2 As expected within a 5-year Financial Plan, savings in the early years of the Plan are further advanced in terms of planning and deliverability with less certainty on the specifics of delivery in the future years. Plans are progressing for the future year savings to ensure the savings targets are realistic and achievable and this will feed into the financial planning process.
- 7.3 Resource requirements associated with supporting the Corporate Transformation Programme are being funded through the Corporate Transformation budget.

8 IMPLICATIONS

8.1 Financial

There are no specific costs attached to any of the recommendations contained in this report outside those considered within the Council's Financial Plan. Business cases with return on investment information are being developed for the projects and activities within the programme as appropriate.

8.2 Risk and Mitigations

Whilst good progress continues to be made building on the work over the past two financial years, the Corporate Transformation Programme is extremely complex. Over the next 12 months, the scale of the work and the level of change involved across the organisation will become increasingly challenging and intense bringing significant risk to the delivery of activity, savings and service benefits. To mitigate this, robust risk management is being applied both at programme level and at individual programme/project level. Each project requires to have appropriate risk registers and these are monitored on at least a monthly basis. An overall Corporate Transformation Register is held and reviewed on a monthly basis. Finally the programme is a standing item on the Monthly CMT Away Day Agenda when progress is reviewed along with delivery of the Financial Plan and monthly Performance Management data.

8.3 Equalities

Equalities Impact Assessments will be carried out on the projects within the Corporate Transformation programme.

8.4 Acting Sustainably

The programme will support the approach of acting sustainably ensuring any effects are identified and the impact evaluated where appropriate.

8.5 Carbon Management

The programme will actively promote a positive impact on the Council's carbon emissions where appropriate.

8.6 Rural Proofing

This will be undertaken within the programme where appropriate.

8.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made to the Scheme of Administration or Scheme of Delegation.

9 CONSULTATION

- 9.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and the comments received have been incorporated into the final report.

Approved by

Rob Dickson

Corporate Transformation & Services Director

Signature

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Background Papers: Nil

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Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. James Lamb can also give information on other language translations as well as providing additional copies.

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