

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Updated: 09/08/16

Appendix 1

Priority 1: Encourage sustainable economic growth

Railway Programme		Rob Dickson
Transport Programme		Brian Frater

Priority 2: Improve attainment & achievement levels

Children & Young People		Donna Manson
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Priority 3: Provide high quality support, care and protection

Adult Services		Susan Manion
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Priority 4: Build the capacity and resilience of our communities

Localities Programme		Jeanette McDiarmid
Digital Connectivity		Rob Dickson / Douglas Scott

Priority 5: Maintain and improve our high quality environment

Waste Management Plan		Jenni Craig
Energy Efficiency		David Robertson

Priority 6: Develop our workforce

Workforce Transformation		Rob Dickson / Clair Hepburn
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Priority 7: Develop our assets and resources

Property & Assets Programme		Martin Joyce
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Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Information Management		Brian Frater
Alternative Service Delivery Models		Philip Barr
Co-production		Elaine Torrance
Integration of Health & Social Care		Susan Manion
Customer First Phase 2		Jenni Craig
Business Process Re-engineering		David Robertson
ICT Change Programme		Rob Dickson

Key:



Critical issues to be reviewed by CMT





Some issues to be managed by Project Team



No issues to report


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Priority 1: Encourage sustainable economic growth

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Sam Smith	Railway Programme	Delivery of actions to maximise the full economic and social benefits of the Borders Railway.		<p>Progress Update: Status is Green because key Milestones have been achieved:</p> <ul style="list-style-type: none"> • Steam Train Experience announcement in June 2016. • Submission of SE Tourism Destination Fund bid for Scottish Borders and Midlothian in June 2016. • Approval of Tweedbank Customer Hub proposal in July 2016. • Development of Borders Railway corridor Masterplanning Programme in July 2016. 	<ul style="list-style-type: none"> • Follow-up EXPO travel trade enquiries. • Agreement on feasibility study for line extension. • Final approval of Tapestry project. • Completion of 1 year anniversary review.
Brian Frater / Tim Stephenson	Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.		<p>Progress Update: Status is Green because key milestones have been achieved:</p> <ul style="list-style-type: none"> • Bus Subsidy Review – Consultation on services and proposals have commenced. • Community Transport Hub – Hub continues to develop and with journeys through the Hub increasing. Smarter Choices funding has been secured for development officer and additional resource to develop the Hub through 2016/17 and start work with NHS Borders on facilitation of discharge from BGH and Community Hospitals. Community Transport Hub has been shortlisted in 3 categories in the Scottish Transport Awards 2016. • Cheviot Area Transport Event was held in Jedburgh Grammar School at the beginning of June 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. • Car Club Feasibility Study commenced. • Joint contract management arrangements with NHS Borders still being finalised. Savings and benefits coming through the framework not yet fully identified. 	<ul style="list-style-type: none"> • Bus Subsidy review – Complete consultation on bus services and proposals, finalise new bus service proposals. • Community Transport Hub – Recruit development worker and implement additional resource and approach with NHS Borders for facilitating discharge from Hospitals. • Progress to finalisation of Joint Transport contract management arrangements with NHS Borders. • Car Club Feasibility study finalised and presented to Strategic Transport Board.


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Priority 2: Improve attainment & achievement levels

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Donna Manson / Janice Robertson	Children & Young People	Improve the learning experience and opportunities for our children and young people through early intervention and prevention, a sustainable school estate and more integrated and streamlined management and admin.		<p>Progress Update: Status is Green because the following milestones have been achieved:</p> <ul style="list-style-type: none"> • Schools Business Support & Administration Review – A series of staff briefing sessions in schools were held throughout June updating staff on workshop highlights and next steps. A stakeholder survey for SLO's, Head Teachers, Deputes and Principal Teachers had a good response rate and findings are being analysed. A request to complete a Job update form has been sent out to each member of staff in scope with a return date likely to be around early September. High level options for structures and new ways of working are being prepared. • Additional Special Needs (Inclusion for All) – work to implement the new model for Complex Needs and SEBN provision is complete in time for the new school session in August with staff allocated accordingly. • Early Years – preparation for the allocation of staff based on need following the admissions process is complete. • Redesign of Children & Families Social Work Service – Various review work and analysis has been carried out, including examination of key legislation and the role of the teams, as well as consideration of the impact of the recent Care Inspectorate Report of Services for Children and Young People in the Scottish Borders. High level options for structures and new ways of working are being prepared. • School Estate Review – Findings of the recent pre-consultation exercise are being collated. 	<ul style="list-style-type: none"> • Schools Business Support & Administration Review – Agreement on new structures and models will be complete, including consultation with staff, head teachers and trade unions. New job descriptions will be prepared and graded and job matching panels arranged. Staff-led working groups will be underway to streamline working practices and processes. • Additional Special Needs (Inclusion for All) – The target of reducing the service by 40FTE should be realised. • Redesign of Children & Families Social Work Service – Agreement on new structures and models will be complete and implementation underway. • School Estate Review – Draft proposals (including statutory consultation) will be actioned following an August report to Council.


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Priority 3: Provide high quality support, care and protection


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Susan Manion / Graeme McMurdo	Adult Services	Deliver service change, financial savings and increased income across a range of Health and Social Care services.		<p>Progress Update: Status is Green because: A significant amount of financial savings have been identified and delivered. Focus is now on delivering the balance to achieve the full year savings.</p> <ul style="list-style-type: none"> • Business cases are in place for all savings areas. • Regular financial monitoring meetings are in place which include colleagues from NHS • Funding applications have been submitted to Integrated Care Fund (ICF) and bids made to IJB to utilise Social Care Funding (SCF) to mitigate impact of increased demographics and impact of the introduction of the Living Wage. 	ICF funding bids submitted and approved by Executive Management Team. Detail in place to achieve full year financial savings.

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016


Priority 4: Build the capacity and resilience of our communities

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jeanette McDiarmid / Shona Smith	Localities Programme	Ensure SBC activity within localities is co-ordinated, via 5 locality plans containing clear actions and accountability.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Monthly meetings are taking place with all Cheviot Elected Members re opportunities and issues within the Cheviot Locality. The focus so far this quarter has been developing the Jedburgh CARS Regeneration Funding Bid • Asset & Estate Rationalisation: Elected Members have met with Senior Officers to explore asset and estate rationalisation. An outline plan and timetable for Cheviot Assets & Estate has been approved by Cheviot Elected Members • Economic Development: Elected Members have met with Chief Officers, Economic Development to discuss opportunities within Cheviot and to develop a specific action plan for Cheviot. A CARS regeneration bid for Jedburgh is being progressed by the Economic Development Team, with an evening workshop held on 20th June 2016 to gain views and ideas from representatives of the community • The draft Cheviot Locality Plan is being worked up by graphics to enable us to take a draft document out to the Cheviot community and stakeholders for discussion • A Cheviot Extract from the Strategic Assessment has been undertaken and the Cheviot Area Profile completed, including a summary infographic which highlights key findings • Following the Transport Seminar held in early June, a draft Transport Action Plan is being presented to the CPP Community Transport Board for adoption and action. The draft action plan includes ideas for improving linkages to Borders Railway, improving access to Borders College, car clubs, smart ticketing and multi-transport apps and display boards". 	<ul style="list-style-type: none"> • Evaluate Cheviot Localities Pilot to date • Begin the Locality Planning process for the other 4 localities • Progressing the CARS Regeneration Funding project if the bid is successful • Publish Register of Assets and Estates in each locality • Attend Area Forums to present overview of Community Empowerment Act

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016


Rob Dickson / Douglas Scott	Digital Connectivity	Maximise community and town access to digital connectivity/broadband and mobile telephony.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Considerable advocacy work continues to take place with the Scottish & UK Governments, Community Broadband Scotland, BT and Mobile Telephone operators to formulate solutions to improve both broadband and mobile connectivity in the Borders. 	<ul style="list-style-type: none"> • Advocacy work will continue.
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5: Maintain and improve our high quality environment

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jenni Craig / Ross Sharp-Dent	Waste Management Plan	Create efficiency savings, reduce expenditure and provide additional income through the implementation of a strategy that is financially and environmentally sustainable.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Meetings of the Member-Officer Working Group (MORG) and Waste Project Board continue to take place. • Responses from Phase 1 of the stakeholder engagement process analysed and feedback provided to the Project Board and MORG. • Report presented and approved by Council on 29 June 2016 recommending sign up to the Scottish household Waste Charter. • Following Council sign up to the Waste Charter work has recommenced on the Kerbside collection options appraisal work with Zero Waste Scotland. • Work continues on development of new Waste Transfer Station (WTS) and landfill closure. • Pre-Planning application for the new Waste Transfer Station submitted to planning dept. • Work continues on the development and delivery of a procurement strategy for Residual Waste, Dry Mixed Recyclate and Garden Waste. • Household and trade collection route optimisation work continues in the Berwickshire area. 	<ul style="list-style-type: none"> • Continue to work with Zero Waste Scotland on kerbside collection scenario modelling. • Commence work on Community Recycling Centre opening hours review. • Continue to develop the Waste Transfer Station and prepare for the closure of the landfill site. • Continue procurement process for residual waste, garden waste and Dry Mixed Recyclate. • Ongoing discussions with Scottish Water re leachate treatment options at Galashiels Sewage Works. • Introduce Community Recycling Centre Trade Waste Access Policy. • Deliver route optimisation pilot in Berwickshire. • Submit Waste Transfer Station planning application.


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

				<ul style="list-style-type: none"> • Preparation for the Community Recycling Centre Trade Waste Access Policy undertaken including staff training etc. • Selkirk Community Recycling Centre reconfigured as part of Selkirk flood defence scheme. Site re-opened on 25th July 2016. 	
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Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
David Robertson / Chris Richardson	Energy Efficiency Programme	Implement spend to save energy efficiency schemes across the Council estate.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • HQ Window replacement has been completed Phase 2 • Lighting replacement programme has started in schools • Funding for Salix has been allocated for Year 1 	<ul style="list-style-type: none"> • Works to the majority of lighting upgrades in schools will be complete • Initial survey for Solar Panels to have started. • Additional workstreams for Salix funding for either year 1 or year 2 identified and viability assessed. • Additional resources to be secured through recruitment.


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Priority 6: Develop our workforce


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Clair Hepburn / James Lamb	Workforce Transformation	Enable staff to deliver service improvements, review existing management and admin structures and deliver an employee benefit strategy. Implementation of mobile technologies to deliver more effective and efficient ways of working.		<p>Progress Update: Status is Green as work is progressing on track. Plans are being developed for future years savings.</p> <ul style="list-style-type: none"> • People Planning work is progressing with the majority of services now engaged in the process. • The Staff Benefits Scheme roll-out is progressing well - In the first phase of the Home Technology and Smartphone Schemes there were 302 orders. The latest window opened on 2nd May and runs to 3rd June and, to date there have been 31 orders. In terms of the Car Salary Sacrifice scheme, 44 orders have been approved to date. 33% of staff have registered on the benefits portal. • Work underway to support services to achieve a proposed target for a reduction in Business Mileage including the introduction of a Corporate purchase scheme for train tickets. 	<ul style="list-style-type: none"> • Work on the People Planning process will continue with a view to completing the 1st cycle of the process in September, in time for the 17/18 financial planning process. • Staff Benefits roadshows continue to be delivered in the localities to demonstrate the extranet site and promote the Benefits Package. This will include encouraging employee sign-up to the scheme and the site. • Work will continue on developing the project to support the reduction in business miles and the corporate rail ticket purchase scheme will be launched.

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Priority 7: Develop our assets and resources



Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Martin Joyce / James Lamb	Property & Assets	Pursue opportunities around estate rationalisation, taking full account of future service delivery models and school estate strategy, identifying specific targets for energy efficiencies.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> Plans are in place to achieve Property & Assets savings in the current year. Plans will be developed to deliver future years financial savings and these will be presented, in outline, to CMT in September. Decision taken to accelerate the Street Lighting Energy Efficiency Programme. 	Work continues to achieve current year property savings and to identify property savings in future years.

Priority 8: Ensure excellent, adaptable, collaborative and accessible public services


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater	Information Management	Deliver information sharing requirements across partners.		<p>Progress Update: Status is Green because: Most work is progressing on track, although there are some resource issues around the project for future stages as well as an issue around gaining responses from the business as part of the Information Audit.</p> <p>Project Initiation Complete covering:</p> <ul style="list-style-type: none"> Project Plan, Approach and governance approved Revised and published Information Governance Policy Revised and implemented Information Governance Structure Revised Risk Management Strategy for Information Governance and begun implementation Information management document and monitoring procedure Revised Training and Awareness Campaign package to promote best practice and compliance at all levels 	<ul style="list-style-type: none"> Begin roll out of Training and Awareness Campaign to include: Revision of SBLearn Data Protection Training Creation of Awareness Materials Information Management Open Day Implementation of role specific Level 3 training around Security and Information Asset Register <p>Completion of Stage 2: Information Security to include:</p> <ul style="list-style-type: none"> Incident Management Testing and Final Approval Revised Information Security Policy and guidance Completion of Data Sharing Procedures and Guidance <p>Completion of Stage 3: Information Assets to include:</p> <ul style="list-style-type: none"> Information Asset Survey Completion of Information Asset Register

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016


				<ul style="list-style-type: none"> • Revised the Incident Management Procedure • Began an Information Audit to compile an Information Asset Register (IAR) 	<ul style="list-style-type: none"> • Information Asset Data Request Business Registers • Basic Information Asset (IA) Business Impact Level (BIL) Assessment Procedure
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Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Philip Barr / Stephen Roy / Graeme McMurdo	Alternative Service Delivery Models	Review service delivery and Trust models to develop more cost effective service delivery models (e.g.) LLP's and joint ventures.		<p>Progress Update: Status is Green because milestones have been achieved:</p> <ul style="list-style-type: none"> • Roads business case being developed. • Integrated Trust went live as planned on 1st April 2016. • SB Cares is up and running and progressing to business plan. 	<ul style="list-style-type: none"> • Way forward agreed from Roads business case. • Continue to scope out other areas of the programme. • Establish more detail on where financial savings will come from and when.
Elaine Torrance	Co-Production	Involvement of communities from the outset in the development, design and delivery of service.		<p>Progress Update: Status is Green because work has commenced on time in the development of a co-production policy.</p> <p>June 2016</p> <ul style="list-style-type: none"> • CPP Strategic Board agreed the content of the toolkit and to adopt it under the banner of the CPP Community Engagement Framework • E-learning module developed and live • Toolkit published on CPP page of SBC website. 	<ul style="list-style-type: none"> • Launch toolkit and publicise to staff • Beginning monitoring of use/ awareness of toolkit


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Susan Manion / Sandra Campbell	Integration of Health & Social Care	Improved outcomes for service users and carers who will have clear access routes to services and information.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Strategic Plan approved and published on schedule. • Commissioning & Implementation (C&I) Plan (first draft for engagement) approved by the Integrated Joint Board (IJB.) • Scheme of Integration ratified by Scottish Government and published with Strategic Plan. • IJB operational from 1st April 2016. • Performance Monitoring Framework draft presented to IJB with further update including recent performance data, going to IJB in August. • Locality plan development is now underway with an agreed project plan now in place. • The IT project has developed recommendations for the delivery of an information sharing solution which is being taken to the EMT and IJB in August. <p>Six monthly return to Scottish Government re progress and spend on the Integrated Care Fund projects. Terms of reference for the formal establishment of a Joint Staff Forum and Public Partnership Forum, as part of the IJB governance structure, is also being taken to IJB in August for formal approval.</p>	<ul style="list-style-type: none"> • Corporate Services requirements workshops start. • Information gathering and stakeholder engagement for localities plan development. • The next stage of development of the C&I plan will now commence, a process of targeted engagement, the feedback from which will be reviewed and analysed by the H&SC management team who will expand and drill down into service areas to shape delivery.


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

<p>Jenni Craig / Graeme Dobson</p>	<p>Customer First</p>	<p>Continued roll out and development of modern customer services across the Council.</p>		<p>Progress Update: Status is Green because milestones have been achieved:</p> <ul style="list-style-type: none"> • eBenefits has been implemented fully after conclusion of testing (Soft Launch). Uptake in first two months has been extremely positive. 50% of all new applications have been made on line. • All workstreams are progressing as planned except for End to End Fault reporting which will be taken care of by the Agilysis digital integration programme. • Work to prepare for going live with new Government eBuilding Standards Portal is on track and SBC will be one of the "early adopters" ahead of the actual national Live date. • Social Work Customer Services project continues to progress. Agreement was reached on new options for Social Work via 0300 phone line. A request has now been submitted to CS Development for the work to be completed and for Comms to record the required new messages. • Equalities Impact Assessment completed for ePlanning project. 	<ul style="list-style-type: none"> • Hard launch of eBenefits will continue seeing to maximise uptake of on line capability. • New options will be added to 0300 Customer Services number giving more accurate and wider choice for Social Work. • SLA expected to be agreed between Customer Services and Social Work. • CRM scripts for CSA's answering Social Work calls to be finalised. • Link to be created between Localities and post codes held on CRM (IT to create by end of July) • Review of Social Work Adult Services web content to be completed. • Equalities Impact Assessment to be completed for eBuilding Standards project.
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Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
David Robertson / Martin Brims	Business Process Re-engineering	Agreed approach to process improvement applied across a range of service areas		<p>Progress Update: Status is Green because milestones have been achieved:</p> <ul style="list-style-type: none"> • Most of the Corporate Transformation programme activity will involve process re-design to find better, more efficient, ways of doing things. Business Process Re-Design work is well underway in Customer First (Fault reporting, E-building Standards, E-Benefits, Transfer of Social Work Duty Hub to Customer Services), Health and Social Care Integration and Children and Young People (Business Support). BPR work across the Programme will accelerate over the coming months - and across all services - in relation to the delivery of the ICT Change Programme - in particular, around ERP and Digital Platform implementation. • A programme of Continuous Business Process Re-design using LEAN/Six Sigma is being rolled-out in the coming months to support transformation activity across the Council. This will ensure that BPR skills are developed and transferred across the business. 	<ul style="list-style-type: none"> • Plan and implement detailed BPR work to support the implementation of the Enterprise Resource Planning (ERP) system and Digital Services Platform. Continue to progress LEAN/Six Sigma activity.

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Bill Edwards	ICT Change Programme	IT underpins the majority of the corporate transformation areas and implementation of the ICT strategy will support the delivery of financial savings.		<p>Overall Status is Amber due mainly to uncertainty at this time of the impact of re-planning the Digital Integration project.</p> <p>Service Transition to CGI is on track</p> <ul style="list-style-type: none"> • Consultation between CGI and Unions commenced • Service Management processes agreed • Service requests catalogue agreed <p>Business World ERP project is on track</p> <ul style="list-style-type: none"> • ERP PID agreed • Test Strategies agreed • Design completed • Build work is on track • Test planning is on track <p>Digital Integration project phase 1(Citizen Account and Revs & Bens integration) is delayed and in re-planning. Impact being analysed but not currently expected to affect phase 2 (Jadu website forms integration) and phase 3 (Environmental Reporting) of the project.</p>	<ul style="list-style-type: none"> • Complete re-plan of the Digital Integration workstream and confirm impact of delays (if any) – 19/08 • Digital integration first phase live – currently 01/10 (Date expected to be later as a result of re-planning) • Complete knowledge transfer activities with CGI - 16/09 (On track) • Complete Staff Consultation (On track) • Service Transfer to CGI - 01/10 (On track) • ERP configuration complete – 31/08 (On track) • ERP User Acceptance Testing commences – 01/10 (On track)