



Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

Updated: 07/02/2017

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		Elaine Torrance
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Priority 4: Build the capacity and resilience of our communities

Localities Programme		Jeanette McDiarmid
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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

Digital Transformation		Rob Dickson / Jenni Craig
Information Management		Brian Frater
Alternative Service Delivery Models		Philip Barr
Co-production		Elaine Torrance
Integration of Health & Social Care		Elaine Torrance

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 January 2017

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"> • Final approval of Tapestry Visitor Centre project • Launch of Midlothian & Borders Tourism Action Group "Destination Development Project" • Opening of Tweedbank Retail Hub • Agreement of Feasibility Study for line extension 	<ul style="list-style-type: none"> • Completion of Year 1 Passenger Research project • Completion of Year 2 UK & International Visitor Marketing project • Implementation of BIDS Corridor project • Completion of Hotel Prospectus inward investment project • Completion of Business Incubator feasibility study
Brian Frater / Timothy 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 the following milestones have been achieved:</p> <ul style="list-style-type: none"> • Continuation of the Strategic Transport Board work stream (meets 6 times/year) • Completed feasibility study for Car Clubs • Scottish Transport Award winning project 2016 (accessibility) 	<ul style="list-style-type: none"> • Consultants are being employed to carry out a strategic review of the Council's passenger transport services including home to school, social work, subsidised bus services and community transport. It is anticipated that this review will be completed within 4 months • On-going work with partners to procure transport via a central framework • Continuation of the Community Transport Hub


Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

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 – The Review has been aligned to the timescale for the implementation of Business World and becomes part of the Digital Transformation Programme. School Staff have been informed of this change through a briefing note which was sent to them before the Christmas break. • Redesign of Children & Families Social Work Service – Options for the design of a new structure and discussions around them are nearing completion. • School Estate Review – A statutory consultation process is complete for proposals to establish a new additional needs school in Earlston and to discontinue the spectrum units at St. Ronan’s and Wilton as a result. Council approved these proposals in December 2016 and the naming of the new school is subject to an Executive Report in January 2017. • Early Years – A trial has commenced at Philiphaugh Nursery to explore how the increase in nursery hours to 1140 hours per year per child can be offered to parents in the Scottish Borders. 	<p>Next period</p> <ul style="list-style-type: none"> • Schools Business Support & Administration Review – Agreement on new structures and proposed cluster models will be complete, and consultation with staff, head teachers and Trade Unions will be underway. • Redesign of Children & Families Social Work Service – Agreement on new Structures and models will be complete and implementation underway. • School Estate Review – Statutory consultation on the proposed closure of Mothballed schools will be complete. Funding options to progress plans for Jedburgh Schools should be agreed, and informal consultation for Galashiels and Hawick schools (including the provision of Roman Catholic Schools) will be advanced. • Early Years – Findings of the trial will be analysed as it progresses and used to assist Scottish Government to implement the offer of 1140 hours to eligible children 2020.


Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

Priority 3: Provide high quality support, care and protection

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Elaine Torrance / Graeme McMurdo	Adult Services	Deliver service change, financial savings and increased income across a range of Health and Social Care services.		Progress Update: Status is Green because: A significant amount of financial savings have been identified and delivered on a recurring, permanent basis for 2016/17. Any savings made temporarily are being carried forward for permanent delivery in 2017/18. Planning is in place to deliver full 2017/18 savings and also future years. The Social Care Fund (SCF) and Integrated Care Fund (ICF) have been utilised and will continue to be utilised to mitigate service pressures (e.g.) demographics and living wage and to support service change.	<ul style="list-style-type: none"> • ICF bids covering dementia services and reablement approach approved • Finalisation and full planning of 2017/18 savings requirements


Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017


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"> • The full impact of the Community Empowerment (Scotland) Act 2015 is now fully understood, and takes a new direction than that previously developed locally through the Cheviot pilot. • Presentations have been made in November / December 2016 to the Community Planning Partnership's Strategic Board and Joint Delivery Team outlining the new approach to be taken. • The Improvement Service presented their Community Planning Outcomes Profile tool to the CPP's Joint Delivery Team (December 2016), which will also be used to inform the new approach. • Cheviot Elected Members were updated on the new direction to be taken in December 2016. • Part 2: Community Planning of the Community Empowerment Act came into effect on 23rd December 2016, along with the publication of the final Guidance supporting this part of the Act. • Asset registers are now publically available /online for <ul style="list-style-type: none"> - Scottish Borders Council - Police Scotland - Scottish Fire & Rescue Service - Scottish Enterprise • Community engagement events are being developed to help inform a number of legislative requirements of community planning, namely the Local Outcomes Improvement Plan (LOIP) and 5 Locality Plans – the latter all need to be drafted concurrently. 	<p>Work will continue between now and May to progress the draft LOIP and five Locality Plans. This will include:</p> <ul style="list-style-type: none"> • Community engagement activity (January-March) and analysis (March-April) • Final drafting of LOIP and 5 Locality Plans

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017


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.		Progress Update: Status is Green because: <ul style="list-style-type: none"> • Continue to work with Zero Waste Scotland on kerbside collection scenario modelling. • Continue to optimise kerbside collection routes. • Work continues on development of new Waste Transfer Station (WTS) • Restored part of Easter Langlee Landfill as work toward closure in mid-2018. • Community Recycling Centre Trade Waste Access Policy introduced. • Community Recycling Centre review commenced. 	<ul style="list-style-type: none"> • Zero Waste Scotland to provide initial modelling results • 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 • Submit Waste Transfer Station planning application

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.		Progress Update: Status is Green because: <ul style="list-style-type: none"> • SBC HQ window replacement completed, boiler optimisations savings have been realised (£63k) • Replacement LED lighting and insulating valve covers across 13 sites using Salix Finance recycling fund is now completed 	<ul style="list-style-type: none"> • On target to spend 100% of £600,000 Salix fund (£300k Salix/£300k SBC) in 16/17 • A Solar Panel Tender is ready for issue for PV installation across a number of sites during 2017 • A new lead EEP property officer recruited to start April 2017 to devise and lead a programme of energy saving works


Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

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 Amber as the activity to achieve the full future year's savings is to be approved.</p> <ul style="list-style-type: none"> • People Planning - the majority of services are now engaged in the process and the next stage - bringing together the People Planning process with the 2017/18 Financial Planning process is about to commence • Staff Benefits Scheme - The Scheme is now well established with a take up of just over 45% • Business Travel - A new Business Travel Policy has been published following consultation with the Trade Unions. One of the main aims of the policy is to help reduce the amount and cost of Business Mileage and position the policy for the introduction of the Enterprise Resource Planning system/process and the proposed expansion of the pool fleet. • Pool Cars - Work is progressing in the development of options for the introduction of a centrally managed pool car fleet with the aim of further reducing the cost business travel. • Change Management - Change Management training sessions have been set up for managers and follow-up events for all levels have been developed. 	<ul style="list-style-type: none"> • The next phase of the People Planning process will commence as part of the 17/18 financial planning process. • Staff Benefits will continue to be added to • Options for the implementation of a pool car fleet will be finalised


Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

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. • An initial review of the non-school estate has been undertaken to identify potential opportunities for rationalisation. Schedules are now being for potential early rationalisations over the next two financial years. Further work is underway to identify and confirm additional opportunities for rationalisation. • Locality Property Planning meeting events have been held in the Cheviot Locality in October. • Further events are being held in other Localities over Feb/March and May. These events will help engage with local communities on ways of improving the effectiveness and efficiency of land and property in each locality and inform our approach to property rationalisation. 	<ul style="list-style-type: none"> • Work continues to achieve current year property savings and to identify property savings in future years. • Further Locality Planning events in the 4 remaining Localities. • Incorporation of the Review of Public Toilets

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017


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

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson /Jenni Craig / Stephen Roy	Digital Transformation	Use best of breed technology to make the services we offer to internal and external customers simpler and more productive. Make digital transactions so compelling that vast majority of internal and external customers will interact "digitally by default" leading to savings for SBC. Improve digital connectivity for citizens and businesses in the Borders and help them to make best use of digital technology.		<p>Progress Update: Status is Amber as the projects under the programme have a number of challenges to overcome and are operating to tight timescales.</p> <ul style="list-style-type: none"> • Launch of our customer portal has been delayed again due to functionality issues with the product. CGI and their partner are working to establish a way forward so we can deliver the portal in the first half of 2017. This is later than the anticipated delivery of Q1 2017. • Setup and Testing of Business World (ERP) is progressing well. There are a number of challenges to overcome but this is expected in a project of this scale and compressed timescale. • A second Borders Digital Forum took place to co-ordinate activity around improving connectivity in the Borders. Good presentations on alternative broadband solutions that are being examined. • Initial work to shape Digital Participation and Digital Connectivity areas of the programme • Draft objectives and draft core documentation for the programme produced. • Strategy produced for Business Intelligence 	<ul style="list-style-type: none"> • Go live of Business World ERP • Business process changes in departments to adopt new Business World processes • Start to realise benefits of Business World • Work to roll out self-service portal as soon as possible • Start-up work on Business Intelligence

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater / Teresa Maley	Information Management	Deliver information sharing requirements across partners.		<p>Progress Update: Status is Green because work is progressing:</p> <ul style="list-style-type: none"> • Stages 1-3 of the project (including Privacy by Design and Information sharing) were completed on time with the exception of the Information Asset Register (IAR) which is in process of completion now. • Awareness session on data sharing was delivered to Project and Programme Managers and there is evidence that the guidance is being used routinely. • An information pack for projects has been developed and made available to Project Managers and Project Teams.. 	<ul style="list-style-type: none"> • The training for Information Asset Owners will be delivered after the Register has been issued. • Project stages 4 and 5 have been removed from the project to be managed as business as usual (by Information Team or Information Governance Group Review process). • The project will be closed on completion of the IAR workstream.
Philip Barr / 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 internal restructure being progressed. • 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"> • Council agreement of Roads structure. • Scope out other areas of the Alternative Models programme. • Establish 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 project is now complete.</p>	

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Elaine Torrance / Graeme McMurdo	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 IJB. • Scheme of integration ratified by Scottish Government and published with Strategic Plan. • Performance Monitoring Framework draft presented to IJB • New governance in place for H&SC change projects funding • Locality working groups established in each of the 5 H&SCP Localities. • Work progressing to develop Community Led Support and Buurtzorg initiatives. • Evaluation toolkit developed and being implemented across all ICF projects • Work progressing to develop co-located integrated teams within localities • Locality Property Planning Events held in Kelso and Jedburgh 	<ul style="list-style-type: none"> • Draft Annual Performance Report produced • Draft Locality Plans produced • Feedback from staff survey regarding co-located integrated teams analysed