

---

## **CORPORATE TRANSFORMATION PROGRESS REPORT - DRAFT**

**Report by Executive Director**

---

### **EXECUTIVE**

**19 SEPTEMBER 2017**

---

#### **1 PURPOSE AND SUMMARY**

- 1.1 This report updates the Group on progress in developing and delivering the Council's Corporate Transformation Programme in the period to end July and sets out planned activity in the reporting period to October 2017.**
- 1.2 This is the ninth quarterly progress report since the Programme was established in February 2015.
- 1.3 The Corporate Transformation Programme sets out a far-reaching programme of change to enable the Council to respond to unprecedented social, demographic and economic challenges. The Programme supports the delivery of our 8 Corporate Priorities and the delivery of the significant savings set out in our 5-year Financial Strategy. Building on the previous Business Transformation approach, the Programme – together with a range of service improvement and efficiency initiatives across all Council services – has delivered substantial change and supported the delivery of £26.7m in savings between 2013/14 and 2016/17.
- 1.4 With the Programme now having been up-and-running for over two years there is an opportunity to review and reshape the Programme. This is particularly appropriate given the recent election of a new Council with a new Administration and the need to ensure that the Programme is aligned with their priorities and ambitions. Proposals will be developed for discussion at a future Executive with a view to presenting a refocused Programme to Council in February 2018 as part of the annual report on the Programme.
- 1.5 The Programme currently comprises the 14 sub-programmes and projects set out in table 1 below.

**Table 1 – The 14 Sub-Programmes and Projects of the Corporate Transformation Programme**

1. Digital Transformation 2. Workforce Transformation 3. Children & Young People 4. Adult Services 5. Information Management 6. Alternative Service Delivery Models 7. Co-Production	8. Integration of Health & Social Care 9. Railway Programme 10. Localities 11. Waste Management 12. Transport 13. Energy Efficiency 14. Property & Assets
--	---

- 1.6 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 over the last period (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.
- 1.7 Detailed performance reporting infographics for each element of the programme are reported on a rolling schedule covering all 14 sub programmes over an annual period. In this quarterly report, the following performance reporting infographics are set out in Appendices 2 to 4:
- (a) Digital Transformation
  - (b) Property & Assets
  - (c) Energy efficiency

## **2 RECOMMENDATION**

- 2.1 **I recommend that the Executive 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.
- 3.2 The Corporate Transformation Programme sets out a far-reaching programme of change to enable the Council to respond to unprecedented social, demographic and economic challenges. The Programme supports the delivery of our 8 Corporate Priorities and the delivery of the significant savings set out in our 5-year Financial Strategy. Building on the previous Business Transformation approach, the Programme – together with a range of service improvement and efficiency initiatives across all Council services – has delivered substantial change and supported the delivery of £26.7m in savings between 2013/14 and 2016/17.
- 3.3 With the Programme now having been up-and-running for over two years there is an opportunity to review and reshape the Programme. This is particularly appropriate given the recent election of a new Council with a new Administration and the need to ensure that the Programme is aligned with their priorities and ambitions. Proposals will be developed for discussion at a future Executive with a view to presenting a refocused Programme to Council in February 2018 as part of the annual report on the Programme.
- 3.4 The Programme currently comprises the 14 sub-programmes and projects set out in table 1 below.

**Table 1 – The 14 Sub-Programmes and Projects of the Corporate Transformation Programme**

1. Digital Transformation 2. Workforce Transformation 3. Children & Young People 4. Adult Services 5. Information Management 6. Alternative Service Delivery Models 7. Co-Production	8. Integration of Health & Social Care 9. Railway Programme 10. Localities 11. Waste Management 12. Transport 13. Energy Efficiency 14. Property & Assets
--	---

- 3.5 This report forms the ninth quarterly Corporate Transformation Progress Report and sets out:
- (a) Progress to end of July 2017
- (b) Planned work in the next reporting period to October 2017
- 3.6 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 over the last period (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 areas to highlight within the

reporting period include:

#### 4.2 Digital Transformation Programme

- (a) We have been working with the Future Services Reform group within the CPP on a Borders-wide shared approach to tackling Digital exclusion. We have developed an index of Digital Deprivation in the Scottish Borders that will help to focus our resources. We are looking to setup a Digital Participation network that will allow parties across the borders to co-ordinate and share best practise at officer level.
- (b) The new Business World system went live in April with core features thanks to a major effort from SBC staff along with our technology partners CGI and Agilisys. The system introduces significant changes to the way we work internally for our HR, Finance and Procurement services and introduces self-service for all staff on a wide range of business processes. We are continuing to work hard to ensure all the features of the new system are implemented and all the new processes work smoothly.
- (c) We continue to work with the Scottish Government, OFCOM and other national bodies to push to improve broadband and mobile coverage in the Scottish Borders. The Borders Community Broadband project is currently making good progress. It aims to cover the majority of rural communities west of the A68 in the Borders and into Dumfries & Galloway, which is around 2,500 dwellings and businesses. We are in close liaison with the Scottish Government Digital Directorate and the Scottish Futures Trust in looking at further ways of improving mobile phone coverage in the Scottish Borders. A project is about to commence with the Scottish Government to look at opportunities for putting masts on Council owned land and properties to extend and improve coverage.
- (d) A new major project is starting to implement a new Business Intelligence strategy. This will give SBC the ability to gain more insight from data available to us to take action, make better decisions and to reduce the effort required to produce performance reports.
- (e) Projects are well underway to further rationalise our printers, introduce new bulk printing facilities, introduce further flexible broadband facilities in our High Schools, update our election management software and to migrate the Council to Microsoft Office 365.

#### 4.3 Borders Railway Blueprint

The Borders Railway Blueprint is a partnership programme to maximise the benefits of the Borders Railway. Delivery is across three themes – Great Locations for Working and Investing, Great Communities for Living and Learning, and Great Destinations to Visit. The programme is funded

by a commitment of £10million from Scottish Government, with match funding from Scottish Enterprise, VisitScotland, Transport Scotland, ScotRail and the three Local Authorities. Recent highlights include:

- (a) Following Ministerial approval of the investment of £2.5 million of Blueprint funding for the Great Tapestry of Scotland Visitor Centre in Galashiels, the construction programme is now at 'Design Concept' RIBA stage 3, and site acquisition is in progress. Work is also starting with Live Borders and the Tapestry Trustees on the interpretation and operational plan for the visitor centre opening in 2020. A Regeneration Capital Grant Fund bid is being prepared for the £0.7million funding gap and regeneration of Galashiels town centre
- (b) Work on the Masterplans at Tweedbank and Galashiels is now at an advanced stage following public consultations. Both plans aim to deliver a vision for the future that is commercially deliverable and drives new investment in hotels, residential and commercial space. Planning officers are currently working on how best to adopt the Masterplan ideas into Planning Guidance. The detailed plans will be ready to brief Members after the summer break.
- (c) The Year 1 Evaluation report was published nationally in June 2017 by Transport Scotland on behalf of the Blueprint Partnership (copy of press report attached), highlighting the positive impact the railway has had on bringing new workers, homeowners and tourists to the area.

#### 4.4 Integration of Health & Social Care

A Transformation Programme, initially comprising 10 projects, has been developed and agreed by the June Integration Joint Board. Integration Locality Plans are currently out for consultation.

#### 4.5 Children and Young People

- (a) Business Support - The Business Support in Schools Review is nearing completion in terms of staff structures and the adoption of a Cluster Model. Staff have been placed into the new structure and remaining vacancies are now advertised. The impact of Business World will be analysed as part of the next steps in streamlining working practices.
- (b) Children & Families - Staff are now in place in the new Children & Families Social Work Structure and office accommodation and business support arrangements are being finalised.
- (c) School Estate – Statutory consultation has taken place regarding the proposal to create an intergenerational learning campus at Jedburgh.
- (d) Early Years - Following a successful trial in Philliphaugh, the

provision of 1140 nursery hours per child is being rolled out in Burnfoot, Coldstream, Eyemouth, Greenlaw, Kirkhope, Langlee and Philliphaugh from August 2017. A Delivery and Implementation Plan to roll out 1140 hours across all of our nursery settings by 2020 is nearing completion.

#### 4.6 Localities Programme

- (a) Community engagement activity took place in February & March 2017 to gather community views on what matters to them and start a conversation around publicly owned land and buildings. Nine community events and five business breakfasts were held across the Borders (over 130 attended), two surveys were published (over 250 responses), which included a separate piece of work with youth groups.
- (b) The new Scottish Borders Community Plan has been drafted with Community Planning Partner input and is out for public consultation in August and September 2017. Work is also underway in drafting five locality plans and will be taken forward in partnership with Community Planning Partners on an individual locality basis.
- (c) The new Community Plan has been developed with a new approach that has a stronger focus on specific outcomes. This in turn has led to greater engagement and more in-depth discussions with our partners.
- (d) Following the local election in May 2017 the Community Planning Partnership (CPP) has a new Chair for the Strategic Board in Cllr Rowley, whose commercial experience has already influenced the design and presentation of the new Community Plan.
- (e) Police Scotland recruited PC Gina Dickson as a Community Planning Officer in May 2017, who joined the Council's Communities & Partnership Team. Having additional partner resource embedded in a co-located team has benefited both the development of the CPP's Community Plan as well as Police Scotland's Local Police Plan for the Scottish Borders.
- (f) A Localities Programme Board, chaired by Jenni Craig, was established in April 2017 and has been meeting monthly. Three separate workstreams are currently working on:
  - Consolidating existing and developing local plans
  - Optimising internal and external investment, incl. the development of a Localities Bid Fund and a review of Grants & Funding
  - Developing and leading our corporate approach to support locality plans and local communities, incl. reviewing our corporate structure and aligning resources

#### 4.7 Property and Assets

Draft Locality Property Plans have been developed based on engagement events across the borders in February and March this year. These plans will be taken to the Locality Committees for consultation in Autumn with a view to publication – as an appendix to the wider Locality Plans – in October this year.

#### 4.8 Workforce Transformation

A fleet of 15 pool cars is being introduced for a trial period of 12 months at Council headquarters. The pool cars were delivered on the week commencing the 26<sup>th</sup> July and driver registration started in the week commencing 17<sup>th</sup> July.

#### 4.9 Energy Efficiency

Upgrades to boiler room insulation and to LED lighting is taking place across the estate. Proposals to install Solar Panels at 12 sites this autumn are being assessed. A benchmarking exercise is being undertaken across the estate to identify our least efficient properties and prioritise improvement works. Work is also being undertaken with our managed service property partners to identify energy efficiency opportunities. These opportunities, together with the priorities identified from the benchmarking exercise, will form the basis of a Non Domestic Energy Efficiency (NDEE) tender which is being drafted to take this work forward in 18/19.

#### 4.10 Detailed performance reporting infographics for each element of the programme are reported on a rolling schedule covering all 14 sub programmes over an annual period. In this quarterly report, the following performance reporting infographics are set out in Appendices 2 to 4:

- (a) Digital Transformation
- (b) Property & Assets
- (c) Energy Efficiency

### **5 COMMUNICATIONS AND ENGAGEMENT WITH STAFF AND THE UNIONS**

#### 5.1 Work continues to ensure information is shared effectively with key stakeholders. Council staff continue to be the main focus as they are key to driving forward positive change across the Council.

#### 5.2 As a result of this, Senior Managers, supported by the Corporate Management Team (CMT) are provided with accurate, regular information and essential briefings and material to keep their staff updated.

#### 5.3 As part of the above, Senior Management events are held regularly to share information and contribute to the ongoing development of the programme. Events over the late summer and autumn period are scheduled to take place on 28th August and 20th November.

#### 5.4 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 2017/18-2021/22 Financial Plan in February 2017, the level of savings to be delivered across the Transformation Programme during the year are £5.89m. 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 Risk Register is held and reviewed on a monthly basis. Finally the programme is a standing item on the Monthly Corporate Management Team 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 .....**

**Author(s)**

Name	Designation and Contact Number
Andrew Medley	Portfolio Manager – 01835 825267
James Lamb	Portfolio Manager - 01835 825392

**Background Papers:** Nil

**Previous Minute Reference:** Scottish Borders Council, 9<sup>th</sup> February 2017.

**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.

Contact us at James Lamb, Portfolio Manager, Programme Office, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 825392 or – email [jlamb@scotborders.gov.uk](mailto:jlamb@scotborders.gov.uk).