

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

Updated: 12/09/2017

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		Jenni Craig
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Priority 5: Maintain and improve our high quality environment

Waste Management Plan		Martin Joyce
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

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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"> • Completion of Year 1 Borders Railway Evaluation Research and publication of results. • Completion of Year 2 UK & International Visitor Marketing campaign and approval of Year 3. • Completion of Hotel Study. • Approval of Borders Railway BIDS Corridor (Business Improvement District) support for Galashiels and Dalkeith. • Implementation of Business Incubator Network feasibility study. • Implementation of Borders Railway Masterplanning project at Tweedbank and Galashiels. • Delivery of Midlothian and Borders Tourism Action Group (MBTAG) activity, including 3 industry innovation and collaboration events (102 attendees) and 1st FAM ('Industry Familiarisation') trip (43 attendees). • Launch of new 'More Connected' business and inward investment marketing campaign to promote the region as a great place to do businesses. This includes a refresh of the BordersRailway.co.uk website. • Exhibits at VisitScotland EXPO with over 50 appointments with UK and International travel trade operators, and at the Edinburgh Tourism Showcase with 14 businesses. • ScotRail launch of new 'Edinburgh Days Out' ticket in Midlothian and Borders, and enhanced promotion of Melrose 7s and Borders Book Festival. • Commercial launch of Scottish Borders City Sightseeing off bus tour by following successful 'Borders Weaver' pilot. • Launch of 2017 Borders Railway Steam 	<p>Next period:</p> <ul style="list-style-type: none"> • Publication of the 'Borders Transport Corridors Study' including options for rail extension to Hawick and Carlisle. • Development of ScotRail Scenic Route and joint ticketing promotions. • Development of MBTAG Travel Trade Development Programme and Hospitality Training Programme. • Completion of Tweedbank and Galashiels Masterplans. • Completion of Business Incubator Network Feasibility Study. • Delivery of 'More Connected' Inward Investment Marketing programme. • Delivery of Borders Railway Blueprint Year 2 Review.

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				<p>Train Experience by SRPS, a private charter operator, running every Sunday in August from the Fife Coast to the Scottish Borders.</p> <ul style="list-style-type: none"> • Delivery of 'Meet the Supplier' Borders Railway Food & Drink Showcase at the Balmoral Hotel, with 30 suppliers and 80+ buyers. • Consultation workshops underway for the Borders Transport Corridors Study which will consider option for rail extension to Hawick and Carlisle. This study is being carried out by Jacobs and will report in November 2017. • Construction programme for the new Great Tapestry of Scotland Visitor Centre in Galashiels is in place and is now at 'Design Concept' RIBA stage 3. Work is starting with Live Borders and VisitScotland on the interpretation plan for the opening/operation of the visitor centre in 2020. 	
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 Amber because key milestones are to be achieved:</p> <ul style="list-style-type: none"> • Continuation of the Strategic Transport Board work stream (meets 6 times/year) • Re-engagement of a development worker to facilitate CT growth, Hub management and hospital discharge 	<p>Next period:</p> <ul style="list-style-type: none"> • On-going work with partners to procure transport via a central framework • Continuation of the Community Transport Hub, additional funding in place for further development.


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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"> • Business Support in Schools Review – the Review has progressed well in this period. A Cluster model has been agreed along with staff structures. Staff were informed of their position in the Structure before the school summer break, and work continues to fill vacancies to ensure that each school opens in August with Business Support staff present. • The redesign of the Children & Families Social Work Service has delivered a structure to meet the increased demands now being placed on the service. Staff are now in place in the new structure and office accommodation and business support arrangements are being finalised. • School Estate Review – The new Leader Valley School in Earlston is now fully operational and this has allowed the discontinuation of the spectrum units at St. Ronan's and Wilton as planned. Statutory consultation has taken place regarding the proposal to create an intergenerational learning campus at Jedburgh. • Early Years – A permanent expansion of the provision of 1140 nursery hours per child is being rolled out in Burnfoot, Coldstream, Eyemouth, Greenlaw, Kirkhope, Langlee and Phillippaugh from August 2017. This follows a successful trial in Philipphaugh earlier this year. A Delivery and Implementation Plan to roll out 1140 hours across all of our nursery settings by 2020 is nearing completion. 	<p>Next period:</p> <ul style="list-style-type: none"> • Business Support in Schools Review – All schools will have appropriate business support in accordance with the new Cluster model. Work to streamline processes will be underway, including an analysis of the impact of the introduction of Business World • The new structure will be complete for the Children & Families Social Work Service and the service will evolve towards meeting increased demands. • School Estate Review – Further progress will be made towards the creation of an intergenerational learning campus in Jedburgh including the Planning Process and the outcome of the statutory consultation. Work in relation to the proposed closure of mothballed schools will be underway. The examination of the provision of Roman Catholic Schools will be advanced. • Early Years – The Delivery and Implementation Plan will be reported to Council and submitted to Scottish Government. An analysis of the effectiveness of the roll out in the new settings will be underway which will help to inform next steps. As part of the next phase of the expansion of Early Years a new facility is planned for St Boswells in 2018.


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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 / Murray Leys	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:</p> <ul style="list-style-type: none"> Planned 16/17 financial savings were achieved on a recurring, permanent basis for 2016/17. Any temporary savings have been carried forward for permanent delivery in 2017/18. The majority of savings for 17/18 relating solely to SBC have been achieved or planned. Plans are being developed to implement a joint Integrated (SBC & Health) Transformation Savings Programme. Successful implementation and delivery of the joint approach is key to the achievement of the outstanding Financial Plan savings requirements. <p>The combined programme will continue to utilise Social Care Fund (SCF) and Integrated Care Fund (ICF) to deliver change and to mitigate service pressures (e.g.) demographics and living wage pressures.</p>	<p>Next period:</p> <ul style="list-style-type: none"> Joint SBC and Health savings and transformation programme approved by IJB.



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Priority 4: Provide high quality support, care and protection

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jenni Craig / Shona Smith	Localities Programme	Ensure SBC activity within localities is co-ordinated, via 5 locality plans containing clear actions and accountability.		Progress Update: Status is Amber because: <ul style="list-style-type: none"> The new Community Plan is slightly behind the timetable for publication, and will still be in draft form on 1st October 2017 Locality Plans are yet to be drafted and taken forward at a locality level with partnership involvement. The detail and process for the new Localities Bid Fund is yet to be finalised and approved by Council. 	Next period: <ul style="list-style-type: none"> The new Scottish Borders Community Plan will be approved. An online Community Plan is in development. Locality Plans start to be drafted and taken forward by Community Planning Partners with local communities. Localities Bid Fund is launched and communities start to submit applications


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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
Martin Joyce / 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 Amber because: <ul style="list-style-type: none"> Finalising kerbside collection scenario modelling with Zero Waste Scotland. Continue to optimise kerbside collection routes. Work continues on development of new Waste Transfer Station (WTS) Work continues on the Community Recycling Centre review. Work continues on the Residual Waste Treatment procurement project. Work continues on the Trade Waste Collection review. 	Next period: <ul style="list-style-type: none"> Zero Waste Scotland have provided 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, food waste and Dry Mixed Re-cycle.
David Robertson / Jon Laws	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"> Replacement LED lighting (Phase Two) and insulating valve covers across 11 sites using Salix Finance recycling fund is underway. Solar Panel Tender Part 1 surveys are underway and progressing across the estate 	Next period: <ul style="list-style-type: none"> Plans to spend 100% of £600,000 Salix fund (£300k Salix/£300k SBC) in 17/18 are progressing and in development A Solar Panel Tender will be issued once the PV surveys are completed and reviewed A new lead EEP property officer is in post Jack Caldwell and a range of energy saving proposals are in development ranging from zero cost server room settings to 24C to NDEE which could be a future £900,000 commitment with guaranteed ROI.


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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 years' savings are to be approved.</p> <ul style="list-style-type: none"> • People Planning - First stage People Plans have been completed. The next stage of bringing together the People Planning process with the 2017/18 Financial Planning and business plans begins in Autumn. • Staff Benefits Scheme - the Scheme is now well established with a take up of over 45% • Business Travel – Following-on from the introduction of the new Business Travel Policy, a 15-car pool car fleet has been introduced for a trial 12-month period. Use of the trial fleet and its impact on business travel will be reported on a quarterly basis. • Change Management - Change Management introduction/taster training sessions where delivered to all Senior Managers and the Council now offers various training courses on Change Management for various levels of staff. 	<p>Next period:</p> <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 • The trial 15-car Pool Car fleet will continue and updates will be provided in future monitoring reports


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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.		Progress Update: Status is Amber because: <ul style="list-style-type: none"> Plans for rationalising office accommodation have been delayed due to the need to find an interim accommodation solution for CGI. Implementation plans will be recalibrated and savings re-profiled. Plans are still being developed to deliver future years' financial savings. Draft Locality Property Plans have been developed based on public meetings held in March this year. It is anticipated that the draft Plans will be presented to Locality Committees in August for consultation. 	Next period: <ul style="list-style-type: none"> Work continues to achieve current year property savings and to identify property savings in future years. Consultation over draft Locality Property Plans.

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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"> • Business World (ERP) went live in April after huge effort from all involved. The team are now working to embed new processes, bring on stream more functionality and ensure knowledge is transferred from consultants to staff. Work will continue to ensure that benefits are achieved as quickly as possible. • Index of Digital Deprivation across Scottish Borders produced. This will help focus Digital Participation efforts. Working with CPP partners to set up a Digital Participation Network. Looking to work with communities in Jedburgh and Newcastleton to help them develop their digital participation efforts. • Business Intelligence project in start-up. • New print strategy being implemented with new devices in non HQ sites and bulk printing facilities. • Office 365 and new election management software projects well underway. • Borders community broadband project making good progress, aiming to cover rural community projects west of the A68. • Project commencing with Scottish Government to look at putting masts on Council owned land and properties to extend and improve mobile coverage. 	<p>Next period:</p> <ul style="list-style-type: none"> • Business World ERP - roll out of further core functionality, embed new processes into business as usual, enrich staff knowledge of system. • Start to realise benefits of Business World • Develop first area for Business Intelligence • Set up digital participation network with CPP partners

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Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater / Nuala McKinlay	Information Management	Deliver information sharing requirements across partners.		Progress Update: Status is Green because: <ul style="list-style-type: none"> Stages 1-3 of the 5 stage project (including Privacy by Design and Information sharing) were completed on schedule in April 2017. An Awareness session on data sharing was delivered to Project and Programme Managers and there is evidence that the guidance is being used routinely. Stage 4 (Information Access) was returned to business as usual to be managed by the Information Governance Group (IGG). Stage 5 (Records Management Plan) is complete and SBC's Plan has been submitted to the Keeper of Records. The Keepers interim report on the plan is expected in September. The Information Asset Register is complete and training for Information Asset Owners will commence in the coming weeks. The current Information Management Project is now complete and has been closed. 	Next period: <ul style="list-style-type: none"> A new project to implement the new General Data Protection Regulation will be initiated in September 2017.
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.		Progress Update: Status is Green because milestones have been achieved: <ul style="list-style-type: none"> Integrated Trust "Live Borders" went live as planned on 1st April 2016. SBCares is up and running and is progressing to business plan. Roads internal re-structure being progressed 	Next period: <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.		Progress Update: Status is Green because the project is now complete.	

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Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Elaine Torrance	Integration of Health & Social Care	Improved outcomes for service users and carers who will have clear access routes to services and information.		Progress Update: Status is Amber because: <ul style="list-style-type: none"> The June IJB agreed an initial transformation programme comprising 10 projects as follows: <ul style="list-style-type: none"> Community and Day Hospitals Home Care, including Enablement AHPs Dementia Mental Health Carers Strategy Alcohol & Drugs Services Reimagining Day Care IT and Telehealth Care Reimaging Integrated Locality Teams Work is continuing to develop additional projects and one-off efficiencies that will address the £2.6m affordability gap Locality Plans for consultation in June-Sept were presented to the IJB in June. Work progressing to develop co-located integrated teams within localities Annual Report has been agreed and will be published on the web. 	Next period: <ul style="list-style-type: none"> Continue to develop and implement the Transformation and Efficiencies Programme Consultation on the draft Locality Plans will take place over June – September. Given the clear cross-over between the Adult Services Programme and this programme, it is proposed that the two be merged under a single programme.