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

Updated: 14/11/17

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

Priority 3: Provide high quality support, care and protection

Adult Services	✅	Murray Leys

Priority 4: Build the capacity and resilience of our communities

Localities Programme	✅	Jenni Craig

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

Priority 7: Develop our assets and resources

Property & Assets Programme	⚠️	Martin Joyce

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	✅	Murray Leys
Integration of Health & Social Care	✅	Robert McCulloch-Graham

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.	✅	**Progress Update:** Status is Green because key Milestones have been achieved: • Delivery of 2017 Steam Train Experience by SRPS in August 2017, which 'sold out' based on original projections. 1680 passengers travelled by steam from Fife & Edinburgh to the Scottish Borders, with 1100 choosing add-on tours to local visitor attractions. • Positive media impact of the Steam Train reported through VisitScotland included 261,000 views of Facebook video footage on the first Sunday. • The Borders Railway Hotel Market Assessment by Hotel Solutions has now been published and shared with consultees. • Delivery of 'Borders Railway – More Connected' inward investment marketing campaign, including editorial coverage in the Herald and Scotsman, and an e-newsletter to 6000 businesses. A Borders Railway business supplement in BQ Magazine, distributed across Scotland, Northeast and Northwest England. • Completion of Borders Railway Business Incubator Network Feasibility Study. • Delivery of Edinburgh Chamber of Commerce 'Borders Railway Business Breakfast' event, with Chair of Scottish Enterprise Bob Keiller and business speakers from Scottish Borders and Midlothian promoting new opportunities for locating and growing businesses in the region. • Development of MBTAG 'Going Beyond' Travel Trade Guide for tourism business. • Delivery of MBTAG Tourism Showcase event in the Galashiels Transport Interchange on 14 November.	• Publication of the draft 'Borders Transport Corridors Study' including options for rail extension to Hawick and Carlisle. • Development of ScotRail Scenic Route and joint ticketing promotions for 2018. • Completion of Tweedbank and Galashiels Masterplans. • Delivery of Borders Railway Year 2 Evaluation Research.

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Priority 2: Improve attainment & achievement levels

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater / Timothy Stephenson	Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.	✅	**Progress Update:** Status is Green because: • 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 • Progressed the Transport Review with TAS partnership. • Significant progress on work with partners to procure transport via a central framework and prepare "Framework 2".	Next period: • On-going work with partners to procure transport via a central framework and prepare "Framework 2". • Continuation of the Community Transport Hub, additional funding in place for further development. • Present results of Transport Review to CMT and Elected Members.

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.	✅	**Progress Update:** Status is Green because the following milestones have been achieved:
				• Business Support in Schools Review – the restructuring part of the Review has been completed in this period. There are a number of vacancies outstanding and work continues to fill these.
				• Office accommodation and business support arrangements are now in place to support the Children & Families Social Work Service which has now been fully re-designed.
				• School Estate Review – the outcome of the Statutory Consultation regarding the proposal to create an intergenerational learning campus at Jedburgh has been published. Education Scotland has submitted their own report regarding the proposals, which is very supportive, and this is published on their website as well as being included in the Consultation outcome report.
				• Early Years – A Service Delivery and Implementation Plan has been submitted to Scottish Government. This relates to Scottish Government's plans to increase funded early learning and childcare provision from 600 to 1140 hours for all
					Next period:
					• Business Support in Schools Review – work will continue to streamline processes including an analysis of the impact of the introduction of Business World.
					• School Estate Review –
					  o A report went to Executive Committee on 7th November 2017 updating members on progress made with the school estate review.
					  o Work to progress the closure of the three mothballed schools (Eccles/Leitholm, Ettrick and Hobkirk) will be underway.
					  o Earlston and Eyemouth Primary Schools have been identified as priorities for investment and options for these two schools will be explored.
					  o A statutory consultation exercise will be underway regarding a proposal to close St Margaret's Roman Catholic Primary School in Hawick as part of the recently undertaken review of Roman

				three and four year olds and eligible two year olds by the end of the parliamentary session 2020 (financial year 2020/21).	Catholic provision in the Borders. • Early Years – A report went to the Executive Committee on 7th November 2017 setting out plans for Phases 3 and 4 of the plan. Phase 3 will offer a range of options to parents for taking up the extra hours within settings in their local area. This would include school nurseries, partner provider nurseries or childminder settings and the opportunity for split or blended placements across providers. Phase 4 will involve identifying the next set of local catchment communities to receive the 1140 hours entitlement.

Priority 3: Provide high quality support, care and protection

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Murray Leys / 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: • 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. • Savings for 17/18 relating solely to SBC have been achieved. Plans are now in place to implement a joint Integrated (SBC & Health) Transformation Saving Programme to deliver the balance of the shared savings requirement. • Successful implementation and delivery of the joint approach is key to the achievement of the outstanding Financial Plan savings requirements. • The combined programme will continue to utilise Social Care Fund (SCF) and Integrated Care Fund (ICF) to deliver change and to mitigate service and Winter pressures.	Next period: • Work to deliver the approved joint SBC and Health transformation programme progressed. • Plans to increase bed capacity at Haylodge (+6 beds) and Craw Wood (+15 beds) for 'Discharge to Assess' patients will be delivered. This IJB funded initiative will help mitigate Winter pressure on beds. Craw Wood beds will be fully staffed and operational from 4th December 2017, with Haylodge beds operational from January 2018.

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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 Green as the development of the Locality Plans is now underway with Elected Members and new Area Partnerships. • CPP Scottish Borders Community Plan went out for public consultation (August/ September 2017) and was approved at Council on 2nd November 2017. • Localities Bid Fund approved and open for applications as of 15th October 2017. Funding round closes on 1st December 2017. • Role and Remit of Area Partnerships was agreed at Council on 2nd November 2017. • Locality Plan Packs was agreed at Council on 2 November 2017 and are ready to be shared with Elected Members and new Area Partnerships.	Next period: • Scottish Borders Community Plan to be approved at CPP Strategic Board on 23rd November 2017. • Community Plan measures, targets and actions drafted. • Localities Bid Fund applications screened and public voting under way on applications that meet the Fund criteria. • First meetings of the five new style Area Partnerships held • Work with Elected Members and Area Partnerships to develop first drafts of each Locality Plan

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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 Green because: • Work with Zero Waste Scotland on kerbside collection scenario modelling complete. • 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. • Work continues on the Trade Waste Collection review.	Next period: • Prepare and present report on Kerbside collections. • Continue to develop the Waste Transfer Station and prepare for the closure of the landfill site. • Submit Waste Transfer Station planning application. • Continue procurement process for residual waste, garden waste and Dry Mixed Recyclate. • Complete Community Recycling Centre review.
David Robertson / Jon Laws	Energy Efficiency	Implement spend to save energy efficiency schemes across the Council estate.	✅	**Progress Update:** Status is Green because: • LED Lighting upgrades completed at 11 sites. • Insulation projects completed at 21 sites. • Energy and Building Services Officer in post and has developed a programme of delivery.	Next period: • Tender to install Solar Panels at 12 sites ready to issue. • Energy Performance Contract to procure multi-site guaranteed energy reductions being developed to issue tender before year end. • Further lighting projects identified for implementation in current year. • Developing and testing new heating strategies to make our hard to treat historic properties more efficient as part of the Scotland Energy Efficiency Programme (SEEP) pilot phase. • Reviewing control strategies at our newer, more complex sites to ensure systems are achieving maximum efficiency and operating at optimal performance.

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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.	⚠️	**Progress Update**: Status is Amber as the activity to achieve the full future years' savings are to be approved. • People Planning – Challenge sessions have been held with all service managers over September and October and potential for achieving targeted savings have been identified along with associated impacts on staff. Once finalised the people, finance & business planning meetings will take place to look at the options in detail and their full impact on staff, business operation and as part of the 18/19 financial planning process. • Pool Cars - The trial pool car fleet of 15 cars has now been up and running now for over three months. An initial monitoring report is being prepared. Initial indications show that utilisation is higher than expected with cars projected to achieve more 15,000 miles per year (originally projected 8,000 – 10,000). Subject to evaluation, proposals will be developed for the expansion of the fleet both at HQ and across the localities. • Overtime/Working Practices – a project is being established with service managers to look at how working practices can be revised to deliver more efficient services and enable a significant reduction of overtime across services. • Review of Pay Structure – A project group will be established to review SBC's current pay structure, as it has been 10 years since the introduction of Single Status and ensure it is robust for the future taking into account the living wage, labour markets and flexible workforce requirements.	Next period: • Begin working with service managers on a phased basis to look at alternatives to overtime across services. • Initial monitoring report to be produced for the 1st quarter of the pool car pilot. Proposals for expanding the fleet will be developed. • Service meetings with Senior Management Teams to develop detailed, combined people, finance & business plans to access impact.

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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: • 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 Area Partnerships for consultation once arrangements for these 5 new bodies are agreed.	Next period: • 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.	⚠️	**Progress Update:** Status is Amber as the projects under the programme have a number of challenges to overcome and are operating to tight timescales. • We are working with CGI to find an alternative solution for our Customer Portal due to issues with the original solution. We now anticipate delivery of the portal to take place in 2018. • Business World – work continues to rollout of full functionality. Progress has been made and there is further work to do. • Survey has been conducted on customer's Internet usage which has confirmed an appetite for Digital services. • A business intelligence project is underway with Children and Young People. • We continue to work with partner organisations to improve broadband and mobile access in the Borders. • New online parents evening booking and broadband for schools have been delivered.	Next period: • Develop Business Intelligence solution for Children and Young People. • Roll out further Business World functionality. • Progress new solution for Customer Portal. • Business process changes in departments to adopt Digital ways of working.
Brian Frater / Nuala McKinlay	Information Management	Deliver information sharing requirements across partners.	✅	**Progress Update:** Status is Green because: • The information management project is now complete and is closed.	

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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: • Roads internal restructure still being progressed • Integrated Trust went live as planned on 1st April 2016 • SB Cares is up and running and progressing to business plan	Next period: • 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 • Programme to be re-shaped as a Commercialisation programme.
Murray Leys	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.	

Robert McCulloch-Graham / James Lamb	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 Green because
				• A programme of 10 projects has been established as follows:
				   ○ Community & Day Hospitals
				   ○ Home Care (including re-ablement)
				   ○ Allied Health Professionals
				   ○ Dementia
				   ○ Mental Health
				   ○ Alcohol & Drugs
				   ○ Carers Strategy
				   ○ Day Care
				   ○ IT & Telehealthcare Project
				   ○ Integrated Health & Social Care Teams
				• Programme progress is monitored by the Joint Executive Management Team and reported to the IJB.
					Next period:
					• Complete scoping of the Integrated H&SC Teams project
					• Develop the scope of the IT & Telehealthcare project to enable effective integrated working and associated efficiencies and productivity gains
					• Establish efficiencies and productivity targets across all projects